

Smarter Working



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Executive Summary

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. 'Smarter Working' looks at how people have been adapting to the new ways of working and takes the learnings from this period to inform decisions on how to change business models in the future. We believe that businesses should not revert back to how things were and should use this period to transform their business models and harness the benefits identified whilst learning from those things that didn't go quite so well.

Journey4 worked with people from 20 different businesses, representing 13 sectors from around the UK to understand what their experiences have been during lockdown. We made use of the latest video conferencing technology and held virtual workshops to create discussions and the sharing of ideas from across each of the different sectors represented.

Four key themes were identified as areas to focus discussion: Leadership and Culture, Work Life Balance, Productivity and Communication. For each of these areas the main issues were explored and by looking at what we could 'Stop', 'Start', 'Continue' to do more than 100 actions were identified as ways to improve and work smarter in the future.

This process identified some key considerations for business leaders:

- One of the key findings was 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 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 and these should be 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.
- Leaders should also ask their colleagues what they 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 and feelings of isolation and being disconnected from their workmates.

In general, we found that there have been a lot of perceived benefits from the new ways of working, although there have also clearly been many challenges. The strongest sentiment we picked up is that people don't want to go back to the old ways of working, for a range of reasons such as personal well-being, flexibility, effectiveness / productivity and environmental impacts and, instead, want to be involved in the transition to a 'new normal'.

To help business leaders manage this transition to these new ways of working a practical tool kit has been identified, containing 9 business tools which can be deployed by managers and their teams:

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

To summarise the learnings from the 'Smarter Working' group, the transition to the new ways of working hinges on 4 core principles that business leaders will need to embrace:

- **Trust** - business leaders will need to demonstrate that they trust their people to work effectively from home in hybrid business models that allow greater flexibility for staff to work from home
- **Employee engagement** – leaders will need to engage with employees to understand what their needs are and involve them in shaping future business models. This is a new opportunity to engage with people and could provide a tipping point in terms of employee engagement, that will drive business transformation for those companies that really embrace it
- **Leadership** - business leaders should focus on 'leadership' and allow their management teams to manage. Employees want their leaders to demonstrate real empathy and understand the impacts of the recent changes on them and articulate a clear vision and purpose for the future
- **Confidence** - employees are looking for business leaders to give them confidence in the future vision for the company, setting out to transition to the new the 'new normal'.

1. Introduction

The purpose behind ‘Smarter Working’ was to look at how people are adapting to new ways of working under the current Coronavirus lockdown. We wanted to help prepare businesses for the ‘new norm’ when the current restrictions on movement are lifted. At Journey4 we believe that things should not go back to as they were, but instead some of the learnings from this period can be used to help transform future business models and harness some of the benefits of increased productivity, improved communication and enhanced employee well-being experienced from working from home.

However, we also recognise that we need to address those things that have not worked so well, such as social interaction, the feeling of isolation and some of the technical issues of working remotely.

We ran a series of ‘virtual’ workshops with a wide cross section of businesses and roles within those businesses. Obtaining the opinions and knowledge from such a diverse group of business minds provided great depth and richness to the discussions and this paper looks at the main findings, including the key themes and main issues within those themes, before exploring how future business models could change. We also developed a tool kit that business leaders could deploy as they re-mobilise their businesses and create new business models for the future.

We are grateful to the following companies who attended the workshops and contributed to the findings in this paper and the development of the business tool kit:

Company	Sector
Melhuish & Saunders	Construction
Keeos	Business Consulting
Vectos	Infrastructure
Sapphire Utility Services	Utilities
Clear Edge Communications	Marketing/PR
Contract Solutions	Rail
C2C Consultancy	Business Consulting
Middlesex University	Education
GP Care	Healthcare
PMO Consultant	Project Management
Independent Consultant	Rail
Structural Timber Association	Construction
Augean	Waste
Serco	Business Support Services
Amey Utilities	Utilities
The Buzzz	Market Research
Amey	Business Support Services
ADPR	Marketing/PR
Riverford Organics	Food & Drink
Skunkworks Consultancy Services	Business Consulting
BraunAbility	Transport

2. Virtual Workshops

Before we get to the findings, it is perhaps worth reflecting on the process used to collate this information as it is relevant to how we can work smarter and build on the learnings from this period of lockdown.

As a business consultancy we are used to running workshops with our clients, face to face in their offices. Faced with lockdown restrictions we wondered if you could effectively replicate this process online in a 'virtual' manner. The process had to be highly collaborative and interactive and we also wanted to break down larger groups into sub-groups to allow everyone to participate and have their say. We also needed to deploy tools such as polls and allow immediate feedback and reaction, the type of which you get in traditional face to face workshops.

Our research showed that Zoom, and the Zoom Meetings platform was the best tool for this type of interactive session, rather than a webinar platform which is less interactive and more suitable for presentations. It is no surprise to us that Zoom has seen an exponential increase in their membership since the lockdown as everyone searches for the best video conferencing solution for their business. We ran three interactive workshops, restricting them to an hour each which we felt was the optimum time anyone can concentrate at a screen without a break, and left a gap of a week between each to allow for feedback and a review of materials before the next workshop. We also trialled holding the workshop in one three-hour session to compare these approaches.

The feedback we received was that Zoom was easy to use and that the breakout rooms and polling facilities were very good. The main limiting factor with the technology was participants own broadband speed, and as we migrate to more flexible working arrangements this is one of the key constraints that businesses will need to address for their people.

We found that the sessions could have been longer to allow for greater discussion in the breakout rooms, as it was here that the richness of the sessions was greatest. The single three-hour session allowed for greater discussion and with appropriate breaks this worked well. The main draw back from the single event is the lack of opportunity to reflect on and review material as we worked through the process.

Whilst the technology has improved immeasurably in recent years, it is true to say that video conferencing cannot replicate entirely the interactions of a face to face meeting, especially a brainstorming type session. This can lead to a loss of creative and collaborative energy and video meeting etiquette makes it difficult for people to be spontaneous, placing greater onus on the meeting facilitator to ensure everyone is engaged and feels that they can contribute.

Overall, we were very pleased with the process and it has demonstrated that you can deliver effective workshops remotely and that they should feature as a core part of our own service delivery in the future – effectively changing our own business model.

3. Smarter Working Themes

We identified through the workshops the following key themes for working smarter, now and in the future as the lockdown restrictions are lifted. These are broad categories and the description next to each one in Table 1 below defines them and their scope.

Principle	Definition
Travel	Changes to travel frequency, safety and mode
Flexible Working Arrangements	Flexible working locations, days and hours
Work-Life Balance	Having quality time to enjoy at home with friends and families
Productivity	Being able to work more or less effectively and productively
Leadership and Culture	Management trust and a positive, supportive working culture
Home Working Practicalities	Working from home facilities, (space, technology, personal branding, childcare, pets, etc)
Remote Working Standards	Managing time, meetings and performance
Communication	Formal and informal communication channels and opportunities
Health and Wellbeing	Employers being able to look after their staff and employees feeling connected and part of more remote teams
Office / Work Environment	Hours, cleanliness and safety; space for creativity, social interaction and formal meetings

Table 1: List of 'Smarter Working' themes

Each of the key themes were ranked in terms of their relative importance to the participants that attended the workshops. The results are shown in Table 2 below:

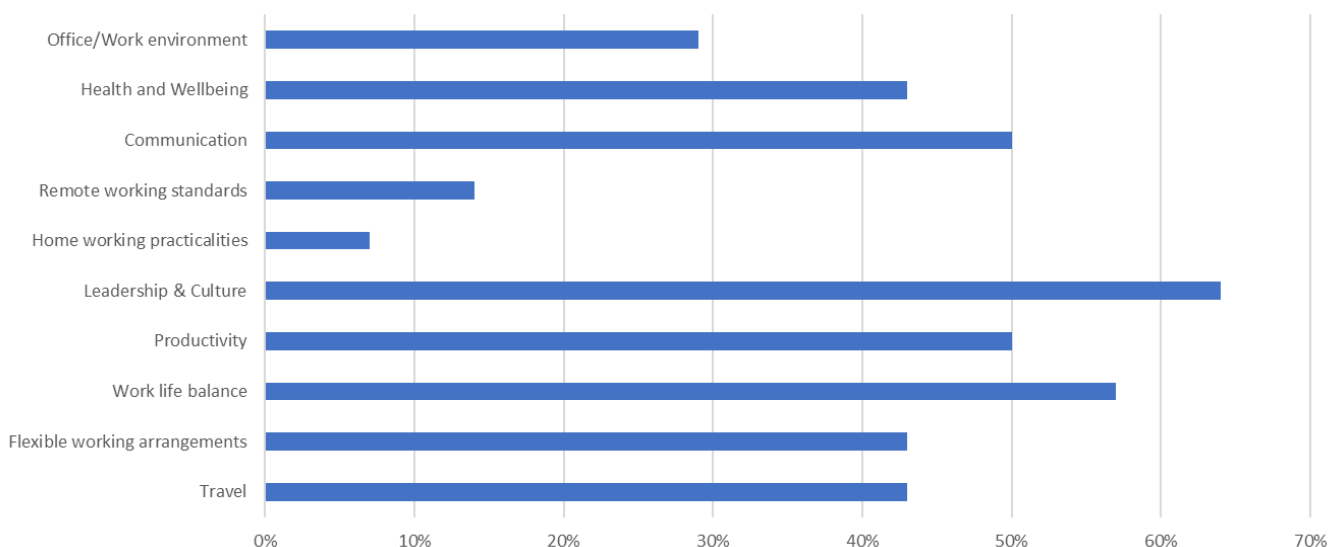


Table 2: Smarter Working themes ranking

The four highest ranking themes, which we shall now explore in more detail, were:

- Leadership and Culture
- Work Life Balance
- Productivity
- Communication

The next four highest ranking themes were Travel, Flexible Working arrangements, Health and Well-Being and the Office/Working environment which we subsequently found overlapped with the 4 core themes, as illustrated in the table below. The remaining two themes relating to home working practicalities and remote working standard, have been addressed in development of the tool kit.

Table 3 summarises the key issues that participants felt should be considered under each theme:

Leadership & Culture	Work-Life Balance	Productivity	Communication
Trust	Change	Dependency	Face to Face Time
Communication	Property	Travel	Audit Trail
Vision	Home-Life	Flexibility	Technology
Empowerment	Environmental Impact	Location	Informal Communication
Empathy	Productivity	Time	Transition
New Normal			Consistency

Table 3: List of 'Smarter Working' themes

Leadership and Culture

It was felt that leadership teams need to demonstrate that they trust employees to work productively at home, during and after the lockdown. Communication has had to improve during the lockdown restrictions and business leaders need to ensure that this continues. Messages need to be clear and consistent for all employees, whether home working or not. Leaders need to clarify the company Vision for the future, provide clear direction and rebuild confidence in the workforce. It was also felt that business leaders should develop a strong culture of empowerment building on the way employees have had to adapt to the situation under lockdown. Leaders need to demonstrate to their people that they are valued and are trusted to work effectively at home. At the same time, business leaders need to demonstrate a greater understanding of personal circumstances, a greater empathy with individuals and offer more feedback. Overall, business leaders need to embrace the 'new normal' and communicate clearly and effectively with all teams.

Work Life Balance

There was a strong belief expressed that the current crisis should be a catalyst for long-term change and for developing future, more flexible business models. It should also accelerate the use of flexible working conditions and lead to a review of property portfolios and how best to use office/manufacturing space, balancing the need for home working alongside fixed location requirements. Participants felt that there

should be greater emphasis on social well-being and on interests outside of work that can have a positive impact on employee engagement. Business leaders could promote the benefits of home working and less commuting to increase the green credentials of the business and to contribute to a stronger corporate social responsibility as a source of competitive advantage. However, it was also recognised that businesses will need to balance the potential work-life benefits and increases in productivity home working offers with the desire of many of the workforce to return to the work environment.

Productivity

Productivity is clearly dependent on sector and role type. Sectors such as Utilities running 24/7 services have benefitted from improved access as people are working from home as well as reduced travel times between jobs. Sectors such as Education have been restricted by the online teaching methods available to them and others such as Marketing/PR have found they can work just as effectively remote from the office. One key requirement for people to remain productive is that businesses invest in technology and training to support home working, including internet connectivity.

Travelling less is a boost to productivity, in terms of time savings, along with associated benefits such as reduced stress and cost. However, for workers based in large cities that rely on public transport, the primary constraint is safety and when it is safe to travel on public transport again workers are more likely to return to their offices than remain at home to gain the benefits of working closely with others.

For many though, working at home saves many hours a week which can become productive working time and contribute to a greater work life balance. Productivity is further enhanced without lost travel time between meetings, although it is not uncommon to see back to back video conference calls which can be a negative if not managed. Overall productivity is dependent on many factors so there will need to be flexibility rather than a one-size fits all approach.

Communication

One of the key communication issues is recognising and promoting the importance of people having face to face communication with their colleagues and teams. To enable this, training is required to make effective use of remote working technology that links the home worker to colleagues and teams, whether they are home or are office based.

Technology can offer benefits too in terms of reporting and tracking. Meetings can be recorded which can be helpful in circumstances where a detailed account is important e.g. safety or assurance, but it may have legal implications and some people may feel inhibited, so these are important issues to take account of.

One of the key issues associated with communication is how to achieve informal communication alongside formal channels to promote the spontaneous, innovative discussions that happen in an office environment. It should also be noted that some people feel more comfortable communicating online on a video link, as it can be a good leveller and leave people less threatened than a face to face meeting. Business leaders need to ensure that communication is effective as we transition to a new hybrid business model, with a mix of home and fixed office/production location, and the messaging needs to be consistent for everyone such that home workers do not feel removed or distant from the centre of knowledge and influence.

4. Stop, Start, Continue

For each of the four key themes, we identified the ways to improve and work smarter by identifying what business leaders should Stop, Start, and Continue to do in transitioning to the ‘new norm’ as summarised in the following tables:

Leadership and Culture

STOP	START	CONTINUE
Presuming that people cannot be trusted unless closely supervised Leaders using the office (setting poor example)	Thinking how culture can be created remotely Proactive building of relationships with individuals and teams Start to trust employees to get the work done Reviewing the need for office space	Trusting and empowering people to work remotely as we have during lockdown Set key performance measures for home working – setting parameters/expectations Set weekly priorities for your teams
Avoiding difficult questions or playing at interaction Using the same management style	Build trust by ensuring communication is honest and personal Regular company updates from CEO/MD Schedule regular check ins – formal & informal ‘Not about’ work zoom meetings including Furloughed employees	Using different channels and repeat key messages several times Ensuring consistency in messaging Regular contact with staff Monthly all staff meeting – open forum
Reacting to the situation and day to day issues	Spending more time on strategic direction Providing clear and simple messages Update company Vision and Purpose	Leader weekly update to all staff
Relying just on group calls / emails Assume everyone has facilities at home Using the term ‘By close of play’ Using the term ‘remote worker’ Making judgements	Formally assessing the organisational culture, (Cultural Audits) Take an interest in what your staff are doing Building staff confidence in home working	Set clear expectations
	Being vulnerable yourself Sharing personal experiences Speaking to people individually Show empathy with your teams Understand staff personal circumstances	Implementing policies which are family/personal circumstances friendly Building trust with employees
	Rethink the working day – be relaxed about working hours and be more flexible Rethink the terminology around flexible work	

Table 4: Leadership & Culture – Stop, Start, Continue

Amongst the things that business leaders could consider ‘Stop’ doing are relying on the same management style prior to the crisis and recognise that things have changed. Some business leaders are setting a poor example to home based workers by coming into the office, and business leaders are being urged to stop reacting to day to day issues. Careful use of language is highlighted, and the use of some terms, such as remote working, should be stopped to improve communication and engagement.

In terms of what business leaders should 'Start' doing, the central theme relates to 'trust' and trusting employees to work effectively remotely. Another strong message was for leaders to start to spend more time developing a clear strategic direction and providing clear vision and purpose for the future. The other strong theme that emerged related to leaders needing to show greater empathy with their people and understanding of personal circumstances. Leaders should focus on 'leadership' and recognise that their roles have changed since the start of the crisis.

In terms of what leaders should 'Continue' to do, it is important to carry on setting clear expectations and performance measures, so people know what is expected of them, now and under future new ways of working. Those leaders already engaged in regular communication with their people should continue this and continue to use multiple channels of communication to make sure it reaches everyone across the business.

Work Life Balance

STOP	START	CONTINUE Learn from best practice
Commuting (9 to 5, 5 days a week) Saying "when get back to normal" Stop "watching the clock"	Invest in the right infrastructure and equipment in place Developing flexible working models for different roles, times, locations Zoom Meetings or other meeting platforms Consider seasonal working models e.g. schools	Being inclusive in everything you do Zoom meetings and similar platforms
Making drastic / one-size fits all decisions as no-one has all the answers on workspace environment Using the office if no longer required	Improving business processes to allow more flexibility Differentiating between what works best for different types of people, (e.g. technical v creative) Using shared office space for informal meetings Remodel office space for office-based workers Investment in communications to manage hybrid	Being agile and responsive Keep production areas open for manufacturing but adapt layout
Talking about a 'remote' workforce	Thinking hard about the language we use and making people feel part of a common purpose, (whether they are working from the office or home)	Learning from field-based staff who are used to working remotely Company events (social distancing) Non-work virtual meetings e.g. quiz
Car use policies that encourage employees to drive everywhere	Encouraging working from home where travel to an office / other place of work is not essential Consider that some staff members may feel anxious about returning to the work environment	Promoting the use of online / video conferencing call facilities for people working at home and different locations

Table 5: Work Life Balance – Stop, Start, Continue

Stopping the regular daily commute to work is one of the ways of working smarter in the future along with stopping 'one size fits-all' style policies, recognising that there needs to be greater flexibility in future business models. Business leaders should consider if they need expensive office accommodation in the future and have greater trust in a hybrid model where some people are based at home. They should also stop basing people's productivity on attendance and focus on outputs and outcomes delivered.

Business leaders should start to invest in the infrastructure and technology required to support new hybrid business models and develop new flexible working arrangements. They should also start to rethink how to use their existing property footprint and design in flexible space for people to visit for social and catch up reasons as opposed to formal meetings. The 'new normal' also presents opportunities for businesses to consider seasonal business models to better cater for variations in demand at different times of the year and to design more flexible business models that flex the capacity of the business and to allow staff to work more flexibly. Another important consideration is that leaders should start to consider that some people may feel anxious about returning to the office after a long period of isolation at home.

Where leaders have adopted flexible working arrangements over the last few months, have embraced online technology and have taken an interest in the personal circumstance of their colleagues, they should of course continue to do so.

Productivity

STOP	START	CONTINUE
<p>Focusing on inputs rather than outputs</p> <p>Thinking there about generic productivity measures</p>	<p>Identifying what are the most appropriate measures of productivity for particular roles and circumstances. Consider them as part of a balanced performance scorecard; the emphasis being on performance not just productivity. Align performance measures closely with the organisational vision and strategy.</p> <p>Trust employees to participate in future model dev.</p> <p>Support our leaders in coping with change</p>	<p>To measure performance. Leaders ensure they communicate what is required</p>
<p>Using the time saved from commuting to work longer hours and increase output just by working longer.</p>	<p>Using the time saved to improve work/life balance and ensure employees are fit and healthy to sustain performance.</p> <p>Consider Zoom call rather than travel for a meeting</p>	<p>Saving on expense costs</p> <p>Use WhatsApp for calling engineers on site</p>
<p>Designing standardised workplace solutions and workflow solutions and productivity measures; they need to reflect actual needs (which probably haven't materialised yet)</p>	<p>Ask what the employees what they want – survey</p> <p>Listen to your staff</p> <p>Designing solutions for different employees</p> <p>Promoting flexible working to attract best staff</p> <p>Manage by task rather than hours worked</p>	<p>Investment in technology to support flexible working</p>
<p>Using a one-size fits all approach</p>	<p>Assessing locations individually in terms of the employee mix, facilities, and travel options</p> <p>Allowing flexibility to choose to work in office/home</p>	<p>Maintain new levels of productivity under lockdown with fewer staff</p>
<p>Organising back to back calls</p>	<p>Issuing best practice guidelines</p> <p>Meeting policies – build in 15-minute breaks</p> <p>Measure productivity during lockdown</p> <p>Review processes and systems</p>	

Table 6: Productivity – Stop, Start, Continue

In terms of Productivity, one of the key findings was a sense that business leaders should stop focussing on inputs in the 'new normal' but instead focus on the outputs from their people. It was also identified that future business models will require greater flexibility and therefore business leaders should stop using a 'one size fits-all' approach.

Business leaders should start to engage employees further in developing the future target operating model and in designing performance measures to improve productivity. They should measure productivity during the lockdown period and review systems and processes to see where productivity has improved and assess how to embed these changes into future business models.

Many businesses have seen significant savings in expense costs during the lockdown and it is felt that these savings should be continued to be found after the lockdown. Other things to continue doing include maintaining the levels of productivity seen during lockdown, where they have increased, and continue to use new technology to support flexible working.

Communication

STOP	START	CONTINUE
Sending fewer general emails to all	More, regular team / group calls Allowing some time in the office – a hybrid of home and office working	Video, (Teams and Zoom) calls
Relying mainly on email to communicate	Using the recording facilities in Teams and Zoom Using the Whiteboard facility in Zoom so people can see notes being taken	Maintaining a mixture of virtual and face-to-face meetings – a hybrid of home and office working
Having too many, (back to back) calls so there is no time to think or work	Training people in how to use the technology effectively Training people how on virtual meeting etiquette	Ensuring everyone has access to Office 365 / Teams and/or Zoom, (don't assume everyone has)
	Promoting the chat facility in Teams and encourage people to use it properly and fully.	Face to face working where possible, potentially in specific cohorts in office hubs – a hybrid of home and office working
	Checking people understand different communication channels and messages Using Teams properly and fully	Consistent messaging to all workers Video, (Teams and Zoom) calls
	Establish a new working rhythm that allows a hybrid of home and office working Encouraging a balance of internal and external calls	

Table 7: Communication – Stop, Start, Continue

Communication is a key theme in developing and improving future business models and it was felt that relying on email to communicate should stop as well as organising back to back video conference calls, as this can be counter-productive in terms of business output and staff morale.

Businesses should start to design hybrid business models that allow home-based workers to come into the office for important meetings, company events and social / catch up opportunities, perhaps on a staggered and managed basis. One of the key recommendations was to start to provide essential training in the use of new technology to allow greater flexibility in home working and to check people understand different communication channels and messages to ensure consistency and inclusion.

Continuing with face to face meetings is important to allow for some social contact even in a new model where remote working is designed as a core feature. Leaders should also continue to recognise individual needs and taking time to understand those needs will become increasingly important in the future, again recognising that one size does not fit all.

5. Business Tool Kit

With so much potential change required, business leaders need practical tools to help them manage the transition to the new way of working effectively. Our analysis of the key themes and the recommendations on what leaders should stop, start, and continue to do have been distilled into a set of tools. Together they represent a toolbox for business leaders to utilise with their leadership teams to ensure that the business does not go back to the way things were prior to lockdown. Above all, leaders of businesses need to focus on 'leadership' and less on managing. They should rely on their leadership teams to manage so they can lead the business and demonstrate trust in their people and provide the confidence that the business requires as they adapt to the 'new normal'. Table 8 below presents a list of the key business tools that can be utilised to help manage the transition to the new ways of working:

Business Tool	Description
Vision and Strategy Review	Ensure leaders create a renewed sense of purpose and carefully consider the use of language Clearly communicate (new) vision and direction
Employee Engagement Workshops	Encourage employees to discuss different ways of working and feedback on their lockdown experiences Address individual anxieties about returning to work and consult with staff to understand their needs, (ongoing)
Employee Engagement Tools	Assess staff perceptions, (employee survey) and engage them in developing and implementing the tool kit Create opportunities for informal and creative interaction and communication
Target Operating Model Development	Design a revised operating model, either for the short-term and or more permanently Recognise the need for different roles to work differently and for different people in the same role to have different preferences Provide options for working in a formal place of work and at home / out of office location
Re-Mobilisation Planning	Plan how to effectively transition the organisation into the new operating model and working practices Share the plans with colleagues and outline the expectations of them in the 'new norm'
Policies and Procedures Updates	Update existing policies and procedures to accommodate more flexible practices Ensure core requirements are met in all future scenarios - health and safety and data protection, etc
Productivity Reviews	Review productivity levels under lockdown and consult with staff on how that can be maintained Assess how processes changed during lockdown and how positive changes could be adopted in the long-term
Technology and Training	Ensure employees have access to the right equipment, technology and training, (in online tools such as Teams, Zoom, etc) Develop best practice guidelines for home working and virtual meetings
Assessment and Diagnostic Tools	Assess different segments of the employee population and identify their different needs Develop a programme of ongoing cultural audits, surveys and (online) workshops to monitor the impact of new ways of working

Table 8: Business Tools

The tools above can be summarised as follows.

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

This set of tools includes assessment and diagnostic tools which are both existing and subject to current research. For example, Journey4 already provide a cultural audit tool to assess an organisations cultural alignment with its Vision and Values. Journey4 is also developing a new diagnostic tool to measure the different needs of the workforce and their requirements in establishing new business models for the future. Engaging with your employees and adopting a user-centric approach will be key to managing a successful transition and lead to a more productive and competitive business.

6. Conclusions

We have been in 'lockdown' for more than 11 weeks and this has forced companies to operate differently, regardless of sector, size, or location. For some they have seen improvements in productivity, work-life balance for employees and improved communication as they adapt to greater levels of remote working. For others the lockdown has resulted in severe operational constraints, especially in sectors such as manufacturing. This has exposed limitations in technology and also employees have experienced feelings of isolation and anxiety as they seek to understand the expectations of working at home and juggling home schooling and other priorities at home.

One thing that is certain, however, is that many companies have been forced to making changes that they have put off making voluntarily for several years. It is equally true to say that many of the changes we have made will become permanent changes as businesses consider what is the 'new normal' post lockdown. The key themes for business leaders to consider when looking at their future business models are around leadership and culture, work-life balance, productivity, and communication. Many businesses will already recognise the things that they should 'stop' doing when transitioning after the lockdown, as well as those things that they should 'start' doing and 'continue' to do. A return to the 'new normal' will be an evolutionary process requiring a great deal of flexibility and agility and will continue to change over time.

We have developed here a set of tools that business leaders can deploy to help manage the transition to the new business model. One of the key learnings for business leaders moving past the lockdown is to focus on 'leadership', leaving others to manage and recognising that more than ever the employees need leading and the business leaders need to provide confidence and demonstrate that they trust their people to work effectively in the new business model.

About Journey4

Journey4 is a customer driven growth and business transformation consultancy.

We help businesses achieve their potential, meet its customers' expectations, and gain an advantage over its competitors. We engage and motivate people and implement effective change to develop long term profitable growth in organisations.

We engage with all key stakeholders in understanding the need for change and develop the strategy that will deliver 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

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