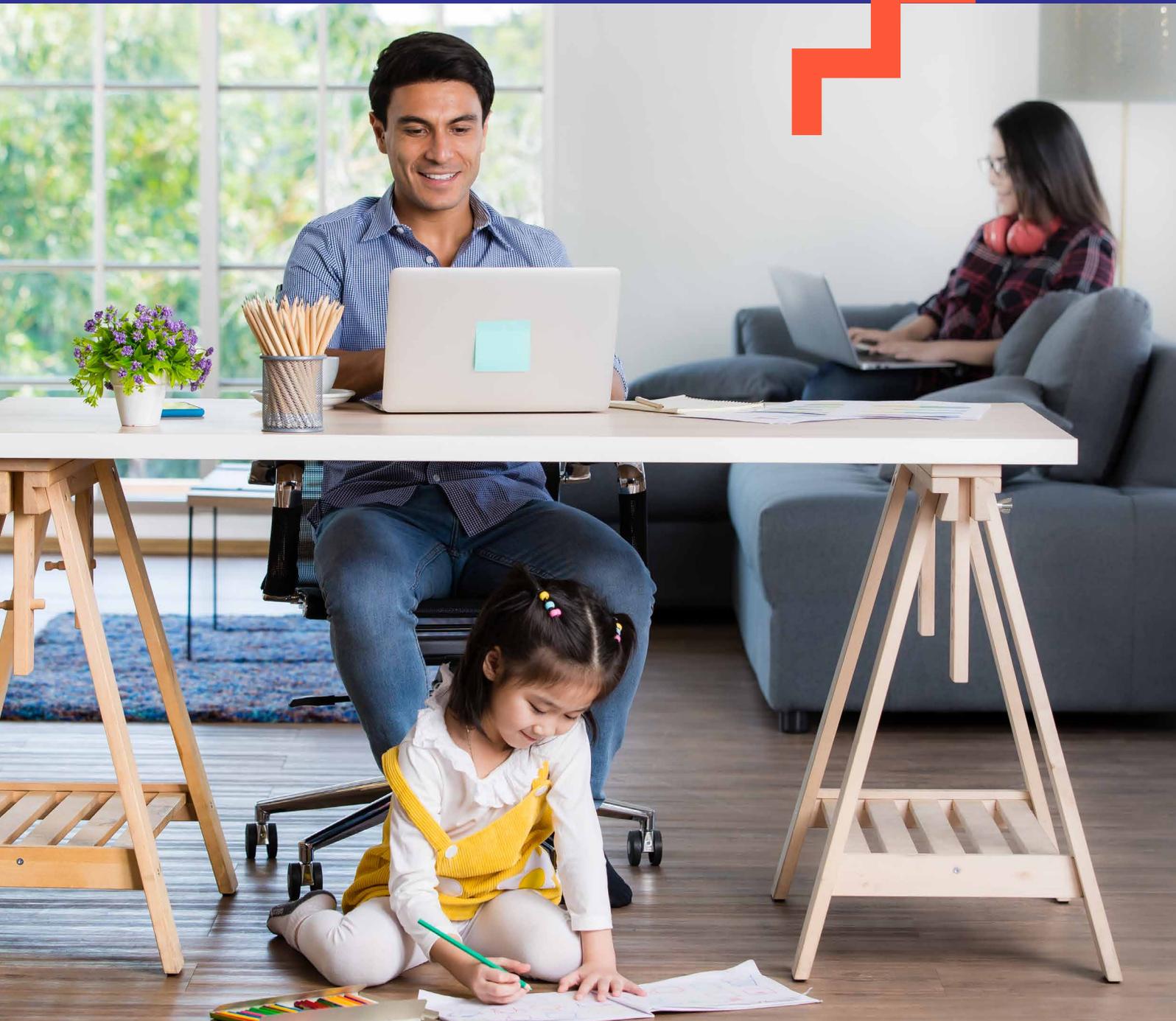
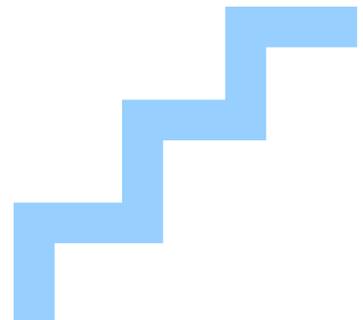


# Demystifying the new ways of work



# Index

- INTRODUCTION \_\_\_\_\_ 1
- SURVEY METHODOLOGY & OBJECTIVES \_\_\_\_\_ 1
- KEY FINDINGS \_\_\_\_\_ 2
  - Competencies for the new ways of work are changing \_\_\_\_\_ 2
  - Leaders turn to cultural change and psychological safety for team members \_\_\_\_\_ 5
  - We are not walking the talk \_\_\_\_\_ 6
  - We need to do more to facilitate individual requirements \_\_\_\_\_ 7
  - Employee wellbeing is top of the HR agenda \_\_\_\_\_ 8
  - Success is hard to measure, or is it? \_\_\_\_\_ 11
  - HR may not be seeing the full picture \_\_\_\_\_ 12
  - Short term solutions are being used for long term problems \_\_\_\_\_ 13
  - Cost, knowledge and reluctance are stopping HR leaders from delivering \_\_\_\_\_ 14
- CONCLUSION \_\_\_\_\_ 16



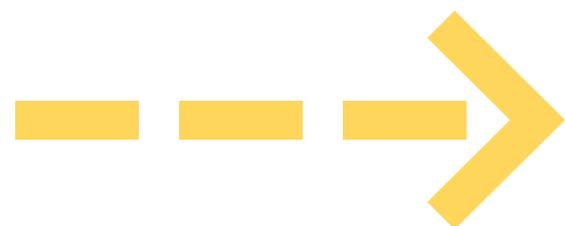
# INTRODUCTION

According to [HRZone](#), the new ways of work is “an initiative looking to boost flexibility and retention, largely by removing many of the barriers and management styles of the past and bringing them into line with a modern multigenerational workforce.”

For the past decade, digitisation and the power shift from employer to employee has required organisations to rethink their working practices. Employee behaviour has been coloured by experiences of the global economic crisis we have faced, placing much more emphasis on personal needs than those of the organisation. Development and work/life balance has become more important than financial reward, and voluntary turnover has doubled over the past 10 years. The COVID19 crisis has accelerated this monumental requirement for employers to rethink the new ways of work and make decisions quickly. As a result of this urgency in this new normal, organisations are still navigating what are the best strategies, programmes and technologies to implement, in order to support their employees and drive business forward.

## SURVEY METHODOLOGY & OBJECTIVES

We surveyed over 1,000+ senior HR decision-makers in organisations across the United Kingdom, Germany, France and Italy, to better understand how companies are shaping the new ways of work, what has worked, what hasn't worked, how they are defining success and where they are going from here. The survey was fielded in November 2020 and the respondents came from multiple industries including retail, automotive, information technology, manufacturing, financial services and healthcare.

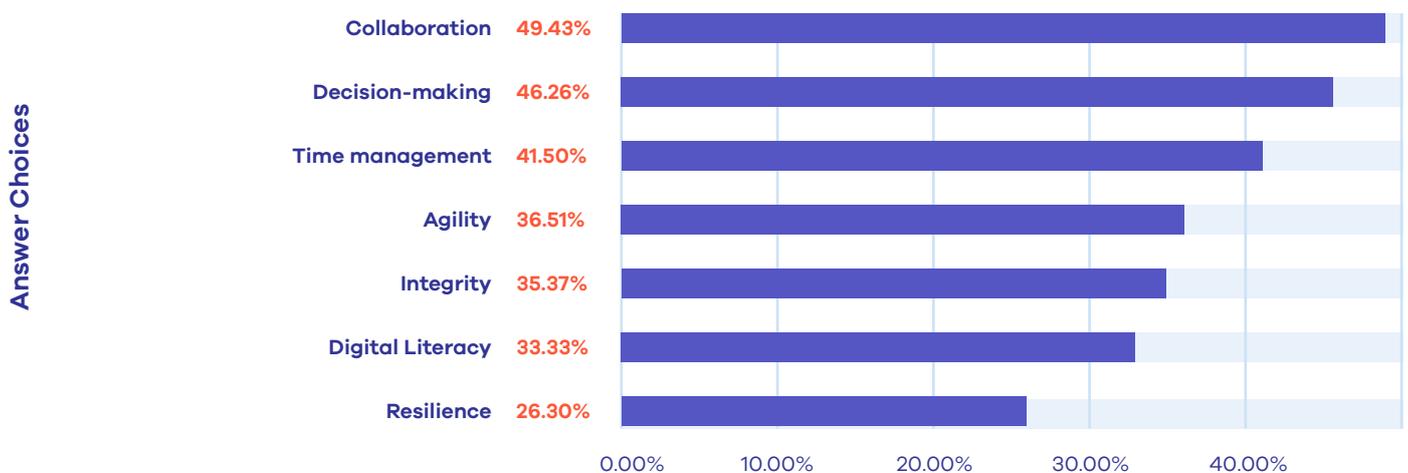


# KEY FINDINGS

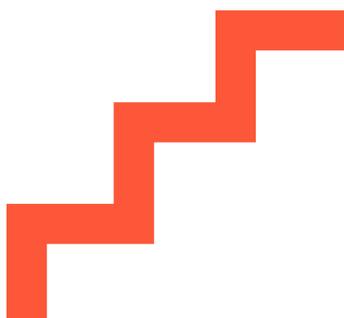
## Competencies for the new ways of work are changing

As COVID19 unfolded before our eyes in March 2020, new skills and competencies were beginning to be prioritised for workforces. Resilience soon became the key skill organisations started to focus on. As Sarah Brown, Executive Chair of Global Business Coalition for Education and Chair of Theirworld, said back in July 2020: [“The shock of the COVID19 pandemic highlights the need to bring resilience to the forefront.”](#) However, just like our ever-changing economic circumstances, this too seems to have evolved and changed. No longer is resilience the top competency required for the new ways of work. Whilst still important, with 26% of HR decision-makers agreeing resilience is a top competency, the majority (49%) have agreed that collaboration is key.

### What competencies are needed to thrive in the new ways of work?



It is no surprise that Collaboration comes out on top. Collaboration increases productivity and engagement, improves employee relationships and drives creativity by sharing ideas to solve complex problems. It becomes even less of a surprise when we consider the implications of remote work and “zoom fatigue.” Zoom fatigue is very real and has been validated by [behavioural scientists](#). HR professionals are still figuring out how we can keep a new remote workforce productive and collaborative without suffering zoom fatigue. Suggestions for combatting zoom fatigue have included taking breaks, diversifying your communication solutions and reducing on screen stimuli ([Harvard Business Review, 2020](#); [Forbes, 2020](#)). Whilst we still do not have the answers, it is top of the agenda to solve this and collaborate effectively.



Workplace collaboration requires interpersonal skills, communication skills, knowledge sharing and strategy. It is needless to say that coaching can help significantly with all of these areas. What is more interesting, is that our own CoachHub coachee data reflects this result - out of the 18 focus areas coachees can work on, Communication is being worked on, on an average of 4.8 times more than any other focus area.

Closely behind Collaboration was Decision-Making. Making good and quick decisions can be difficult under the best of circumstances. Whatsmore, during a crisis, organisations are faced with an increasing number of "big-bet" decisions. Having a clear view of your business strategy will help focus information-gathering and produce better roadmaps for decision-making. However, even then, at times the standard decision-making approach will be too slow to keep up with the turbulence of the current climate. Guided decision-making based on data is still important, but the reality is organisations will have to take risks at some point. As the experts at McKinsey put it, "unprecedented crises demand unprecedented actions". We must also not forget that this is a period of continuous learning.

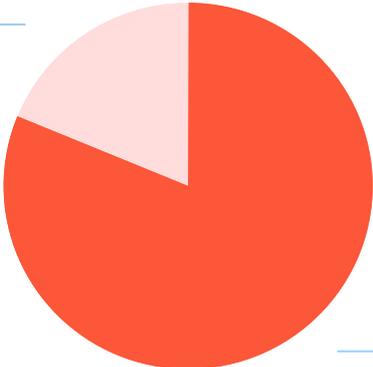


It is understandable why we jump to short-term and, as we reveal later in this report, familiar or arguably outdated solutions, especially working in more volatile circumstances. Nevertheless, short term fixes can often make things worse, causing just as much damage in the long run as the original problem trying to be solved.

Additionally, for the numbers-driven individuals, it is fundamental to not make decisions based solely on spreadsheet data. Harvard Business Review explains this perfectly: spreadsheet data tells you that workers are not on time for online morning meetings, but conversations and employee feedback reveal that 9am meetings are difficult because of preparations with children for online school. Likewise, a 12.30pm meeting may be challenging because people are making lunch for their families. Another example, a spreadsheet will tell you when a machine is broken, but direct observations show you that the machine is dirty and not well-maintained. To help you arrive at useful conclusions, you will often need to go beyond hard, quantitative data.

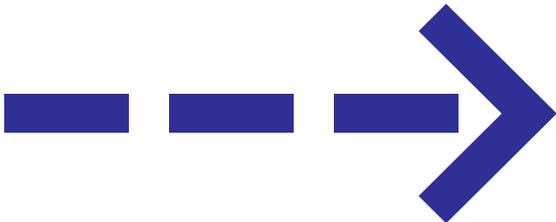
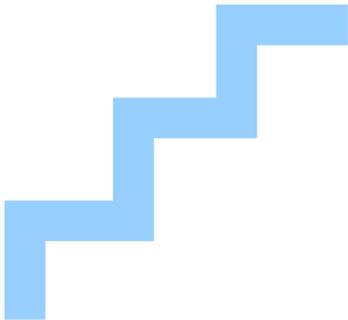
**Have you defined specific capabilities which are needed for the new way of work?**

**No, we haven't defined anything yet**  
**19.05%**



**Yes, we have a clear view on this**  
**80.95%**

It is very likely that the defined capabilities for the new ways of work will continue to change. Currently, 81% of employers have defined specific capabilities and 19% have not. What's important, is that it is made clear to employees what these are and for organisations to provide them with the appropriate solutions to cater to this.



# Leaders turn to cultural change and psychological safety for team members

Just as equally important, is providing effective solutions for leaders to execute their biggest tasks. According to our research, HR leaders believe that the biggest task for their leaders right now is to create a culture that enables/encourages employees to work in new ways. For organisations to work in new ways, their workforces must be agile, ready to adapt to new tools, new strategies and new circumstances. Using coaching to lead an agile culture, to help leaders adhere to this, is correlated with greater confidence in employees' capabilities in planning and executing change ([Human Capital Institute 2020](#)).

## What do you see as your company's leaders' biggest task right now? (choose 3)



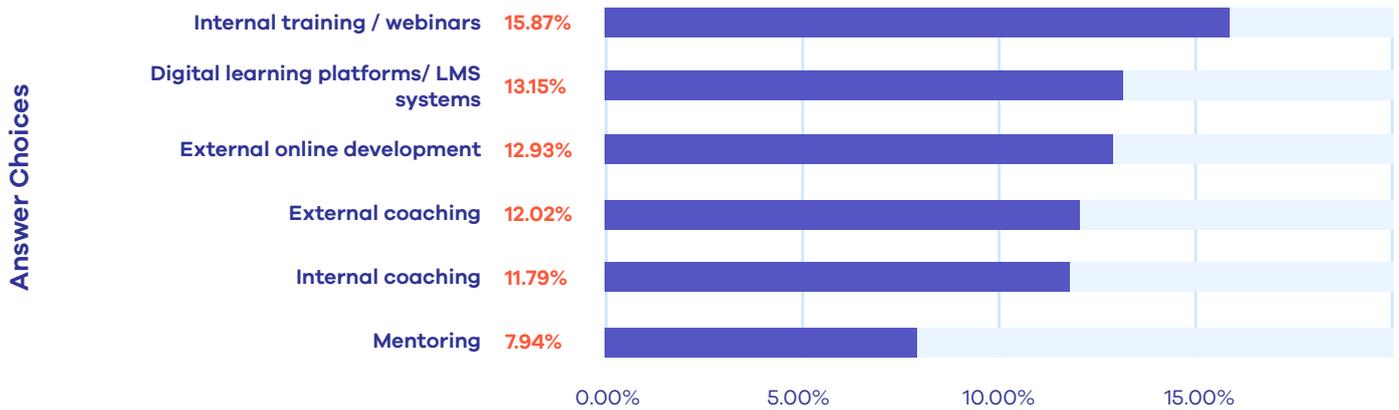
When we take a step back and start at the individual level, change-readiness plays a huge role in encouraging employees to work in new ways. We are naturally habitual beings and routines are hard to break. Most of us are willing to try new things, but learning new things is entirely different - and it is a significant problem in the workplace. In fact, according to McKinsey, around [84% of transformation programs don't succeed](#), mostly due to employee resistance to change, and management behaviour. Coaching openness and gaining new perspectives unlocks great potential for this change. In fact, 84% of CoachHub users agree that digital coaching has given them new perspectives.

It is encouraging that providing psychological safety for teams ranks second in our research. As Ben Wilmott, Head of Public Policy CIPD (2020) said on the topic of the workplace during and post COVID19, ["Employers have a fundamental duty of care for physical and mental wellbeing under the Health And Safety At Work Act."](#) Coaching is [often cited](#) as one of the most effective tools in any company's armory during times of transition or upheaval. But let's take a look at what our respondents have said about the effectiveness of coaching and other tools used to help their leaders execute these tasks.

# We are not walking the talk

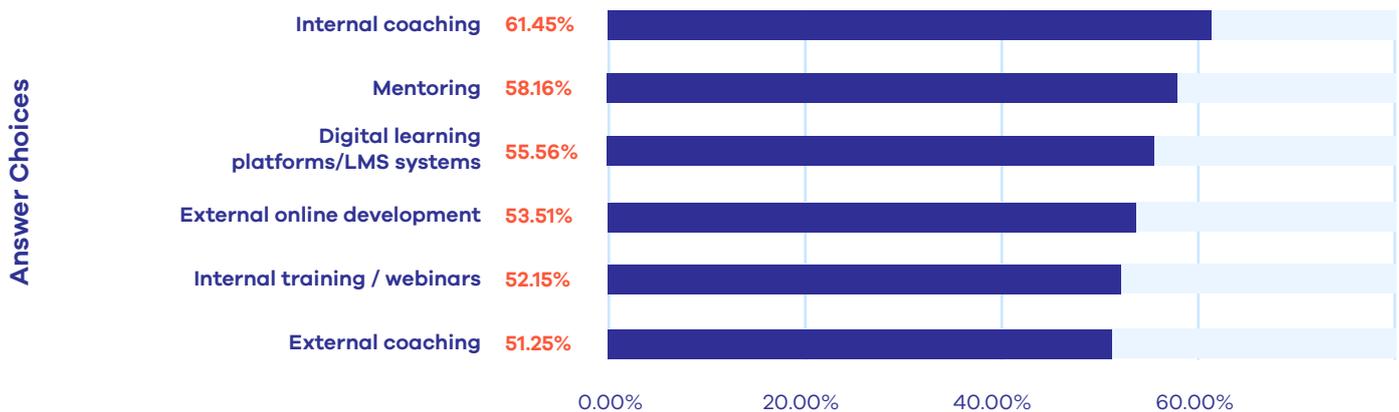
The most popular tool used is internal online trainings and webinars, with only 2.72% stating that they do not use these. What is shocking, is that it is also rated as the least effective tool when we compare it to others.

## Which tools are least effective (rated as not or not very effective)



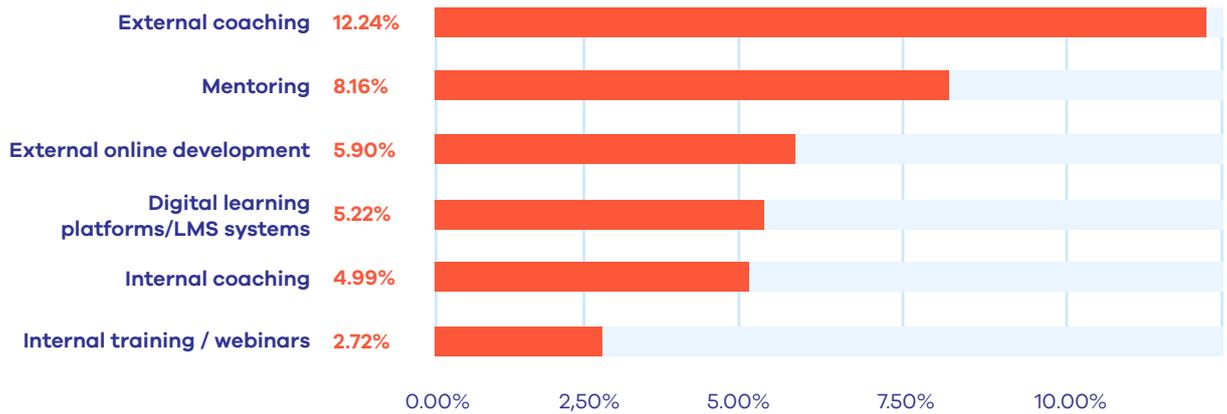
Internal coaching and mentoring are the most effective tools. Although rated last, it must be noted that external coaching is the least-used tool amongst HR decision-makers. Furthermore, it falls short of only 10.2% from the top ranked, internal coaching.

## Which tools are most effective (rated effective or very effective)

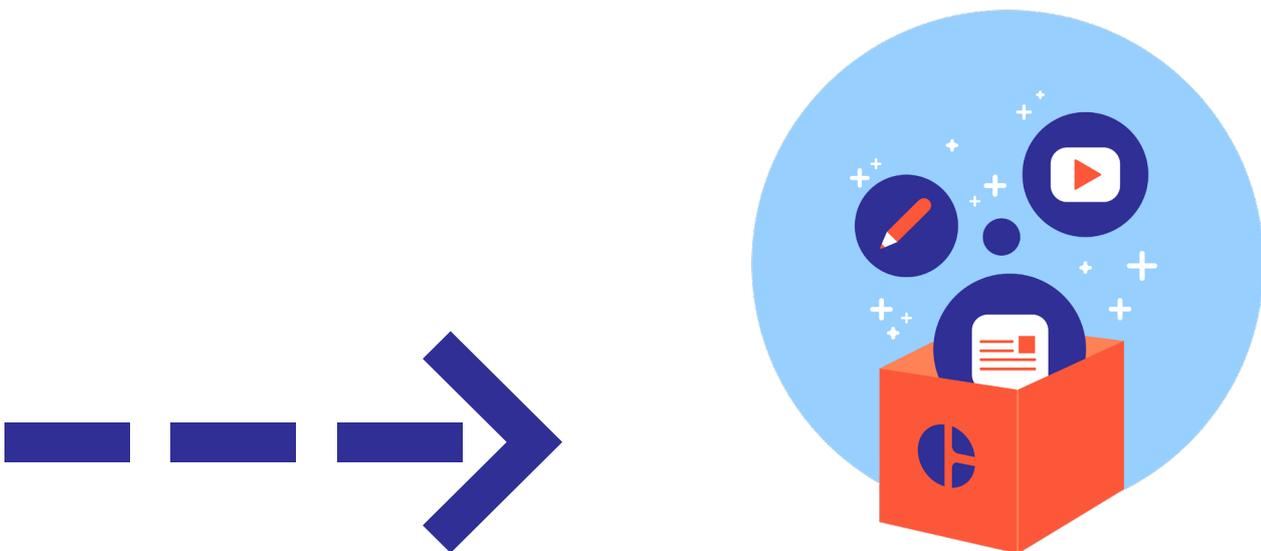


### Tools not being used

Answer Choices



It is interesting that the most popular tools are the least effective ones. Clearly, there is a discrepancy between what organisations think is right and what actually works. Is it time for companies to walk their talk and embrace new solutions, such as digital coaching, to help their teams work in new ways?

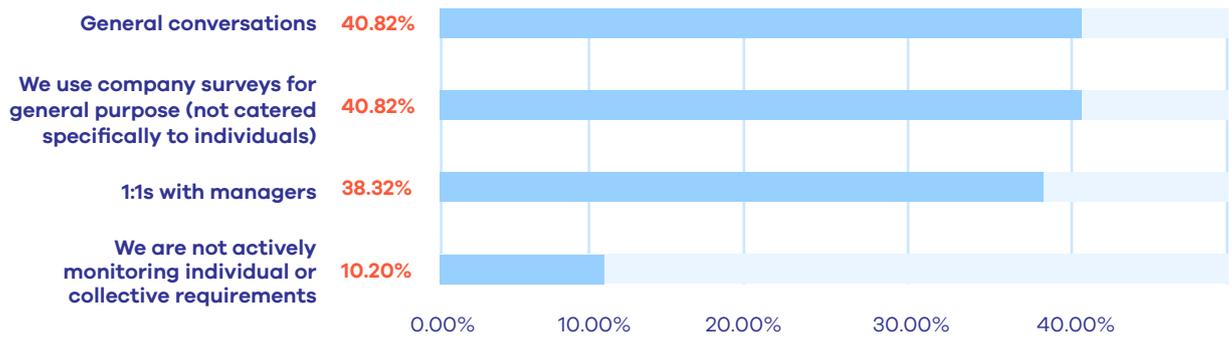


## We need to do more to facilitate individual requirements

From equipping leaders, to listening to employees, we wanted to find out how exactly HR decision-makers are accommodating individual employee requirements in the new normal. The results were deflating. Our data reveals that organisations are relying on general approaches vs. individualised approaches. 10% of companies are not even monitoring requirements - collective or individual. What's reassuring is that 38.3% of organisations are using 1:1s with managers as a way of discovering individual employee requirements.

## How are you discovering your employees' individual requirements for this new normal? (select all that apply)

Answer Choices



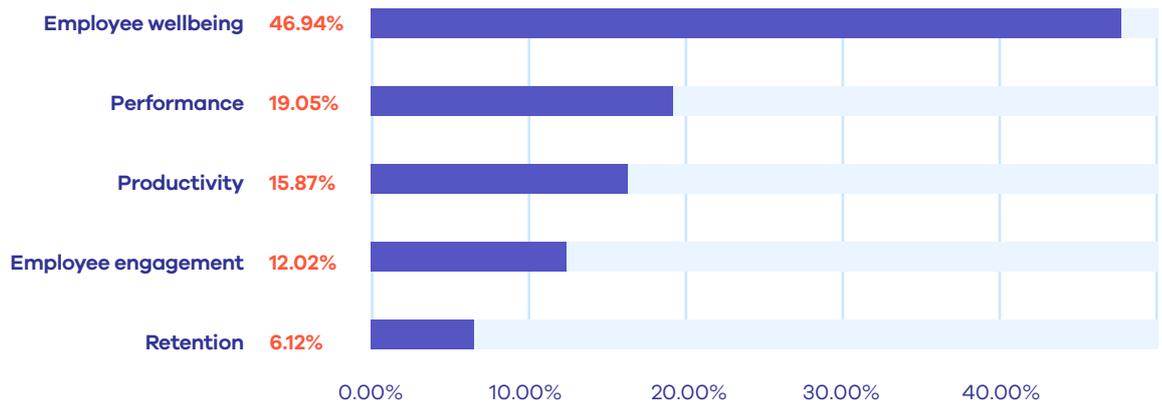
Individual conversations and 1:1s with managers are methods that we should be championing. Individual coaching is also an impactful way of not only discovering individual requirements, but catering to them too. A personal coach, that has been selected by the coachee, will be a confidant to that individual. When a coachee can identify with their coach, building a connection and trust, it allows for progress and great transformation to occur. The coach will help unveil the current reality, helping the coachee to identify what it is they are really struggling with - and more often than not, it is something entirely different to what the coachee thought the issue was.

## Employee wellbeing is top of the HR agenda

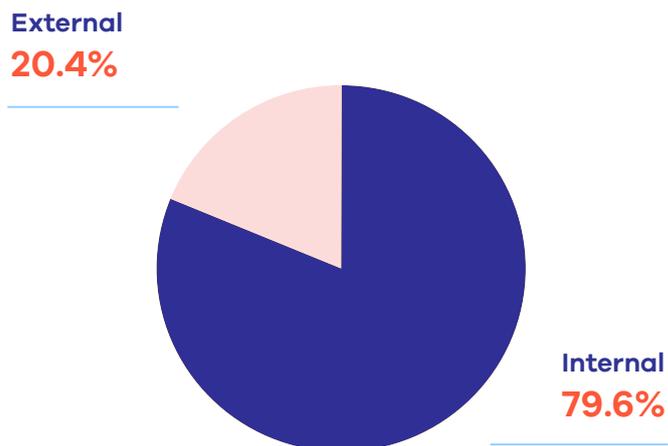
This personalised approach is crucial during times like this because everyone is going to be reacting to the crisis we are facing differently. The concerns of a graduate will not be the same as those of a single mother. General company surveys are simply not going to cut it. And as our research also reveals that employee wellbeing is the key HR focus since the changes brought about by COVID19, HR leaders should be paying particular attention to this. If you want to ensure the wellbeing of your employees, an individualised approach is fundamental.

### What has been the key HR focus for your company since the changes brought about by COVID19?

Answer Choices



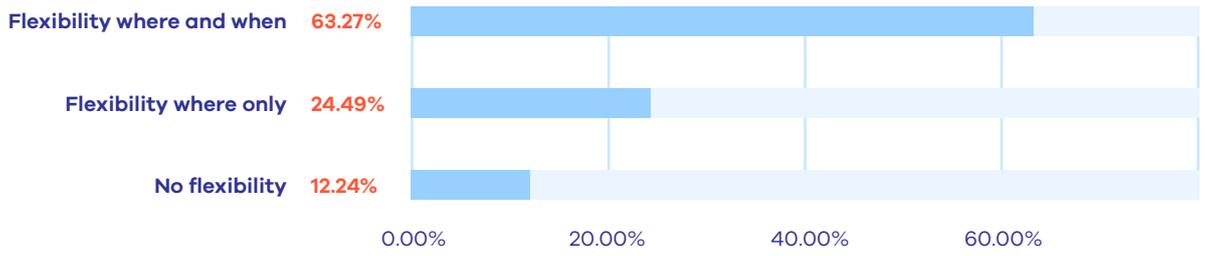
### Are you using internal or external change management tools to help employees with this transition?



Internal change management tools for employees are largely favoured by HR leaders. This corresponds with the data where HR leaders also favoured internal tools vs. external tools when it came to helping company leaders execute their biggest tasks. This may be related with perceived associated costs of outsourcing - we will discuss this further later.

When we asked the HR leaders what initiatives they had in place to cater to the new HR focuses, popular responses were virtual online wellbeing services, team "check ins" and offering flexible working. A comforting discovery in our research was that most employers are offering their employees flexibility, not only where they work, but when they work. This is comforting because recent research suggests that employees need flexibility both where and when to help adapt to this new normal.

**Are you offering flexibility in both when and where your employees work?**

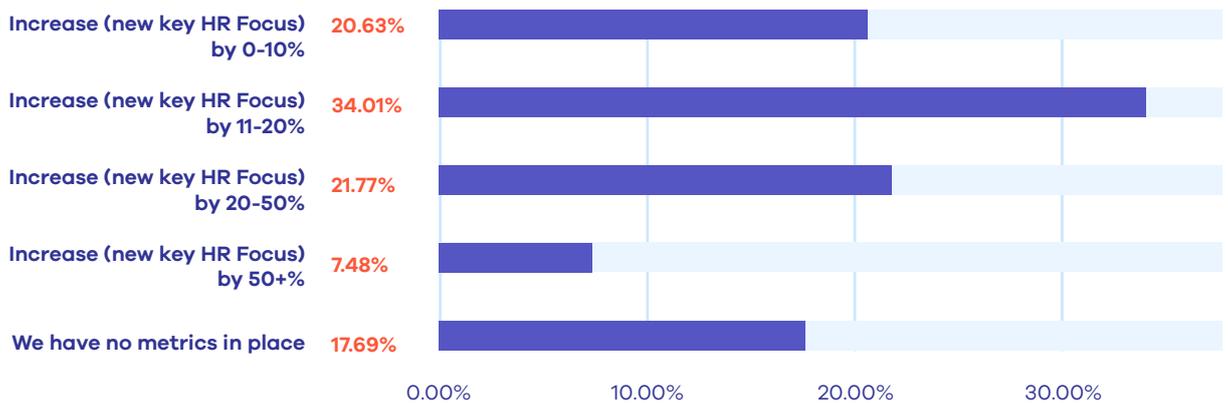


This poses a very interesting question on what the future of the office will look like. How will teams manage their diaries to accommodate everyone? Are organisations seeing success? Time will tell.

When it comes to measuring the success of the initiatives implemented to accommodate the key HR focuses brought about by COVID19, the majority of HR leaders have said they aim to increase the said focus by 11-20%. What is concerning is that 17.7% of organisations have no metrics in place.

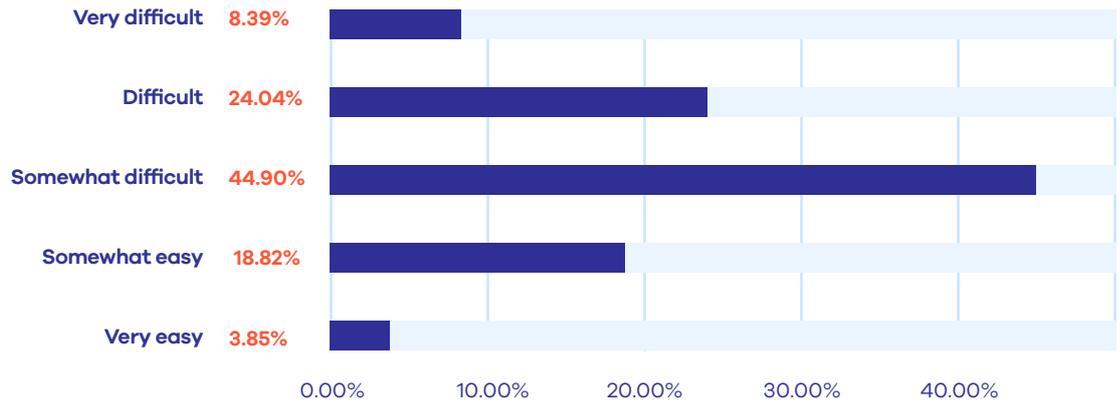


**What are the metrics in place to define success?**



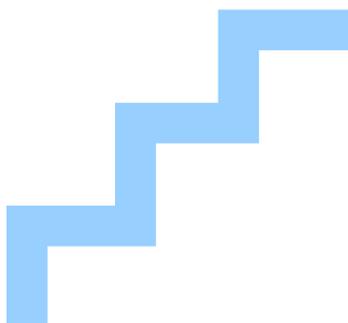
### How difficult is it to measure the success of these initiatives?

Answer Choices



## Success is hard to measure, or is it?

Perhaps 17.7% of organisations have no metrics in place because it is difficult to measure the success of these initiatives. Our research shows that only 3.86% of these organisations find it very easy to measure these initiatives, with the majority finding it somewhat difficult. Whilst some areas such as performance and retention are easier to measure, areas such as engagement and employee wellbeing can be challenging. Some may argue that there is a lack of comprehensive tools and solutions available to measure such areas. With digital coaching however, we make it measurable and it is based on science. CoachHub's holistic coaching framework integrates models from positive psychology, which is the science of wellbeing. This includes Seligman's (2011) PERMA model (Positive emotion, Engagement, Relationships, Meaning, and Accomplishment), which outlines the five elements of psychological wellbeing. What's more, interventions that offer people the opportunity to build these capabilities, such as coaching with CoachHub, have been scientifically proven to impact employee engagement, resilience, and wellbeing (Donaldson, Lee, & Donaldson, 2019).



### Balance

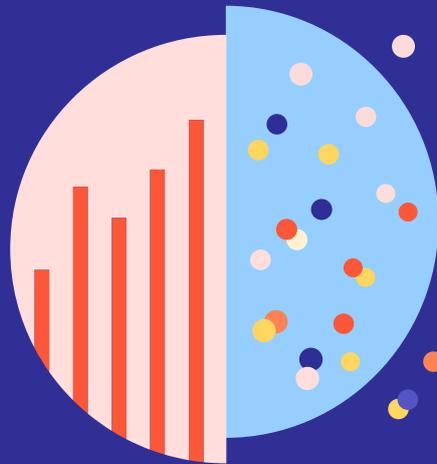
Strengthen your resilience, focus on what's important and regulate emotions

### Presence

Be yourself fully, set in the here and now and find your personal balance within

### Purpose

Find sense and purpose in what you do and get your mind clear on what gives you strength



### Performance

Set clear goals, inspire your team, find solutions to complex problems and make strategic and long term decisions

### Empowerment

Develop and cherish your team through trust and good delegation, promoting cooperation within

### Communication

Communicate clearly and openly addressing critical points constructively and giving and receiving continuous feedback

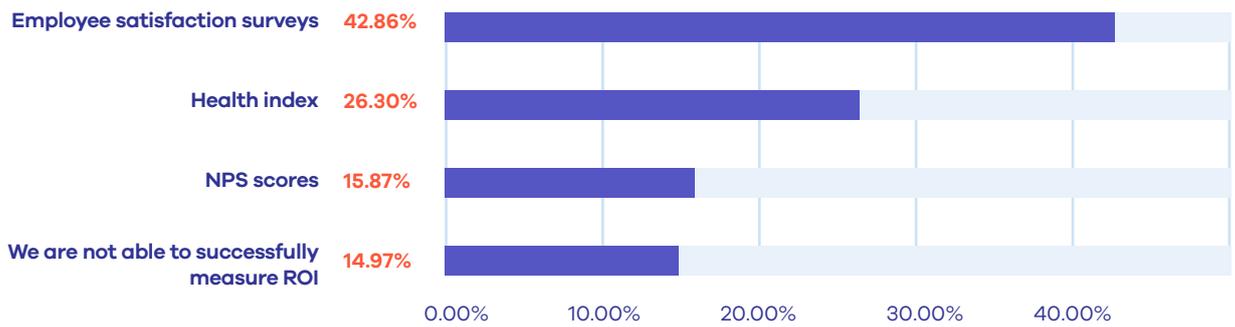
## CoachHub's Holistic Framework

It has also been shown that coachees' perception of the coaching effectiveness and the strength of coach-coachee relationship (the working alliance) are the greatest predictors of the impact of coaching. With this in mind, CoachHub measures the impact of digital coaching on employee engagement and wellbeing with a combination of scientifically validated questionnaires, our working alliance and focus area progression measurements. These focus areas are consistently monitored and progress can be viewed on an individual-coachee level and as a collective workforce via the company dashboard.

## HR may not be seeing the full picture

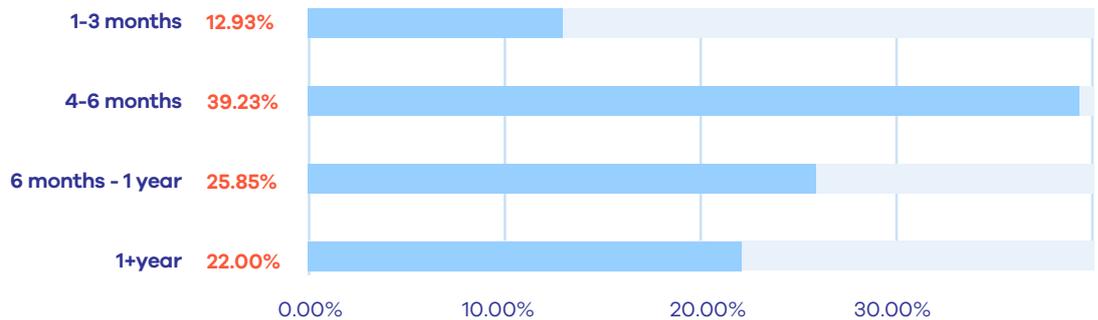
For those who are measuring success, employee satisfaction surveys are leading the way. Whilst this is a satisfactory measure, it does not paint a full picture. Striking the balance between asking enough and asking too many questions is difficult. Even when completed anonymously, employees are often wary for the repercussions of negative feedback. On the other hand, if employees don't feel like actions are consistently being taken from this feedback, they may ignore the survey altogether and will not take it seriously. If we introduce a more personalised approach through digital coaching, it offers a more precise understanding of how exactly your employees are feeling and if progress has been made. Digital coaching is not to replace employee satisfaction surveys or Health Indexes, but they help gain a much fuller, more accurate picture of your workforce.

### How are you measuring the success of the above?



## Short term solutions are being used for long term problems

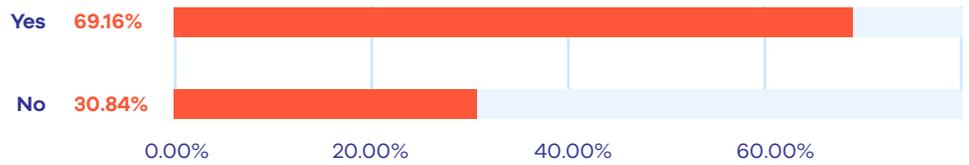
### How long do you plan on running these initiatives?



We then asked how long HR decision-makers plan on running these initiatives in place to cater to the new HR focuses brought about by COVID19. The results fell a little short. The good news is that the least popular response was 1-3 months, the not so good news is that most companies only plan on running these initiatives for 4-6 months. This is not long enough. The efforts of building more productive and motivated teams deserve more than a short-term fix. What's more, with employee wellbeing at the forefront, the long term problems associated with employee wellbeing certainly deserve long term solutions. That being said, many organisations are still trying new tools and solutions, and are still learning themselves, so this could shed some light on why this is the case.

Perhaps the most important question is, do HR leaders have the budget to ensure these initiatives take priority? Fortunately, our research concludes that the majority do. However almost a third is still a worrying amount of companies who do not have budget to ensure these take priority.

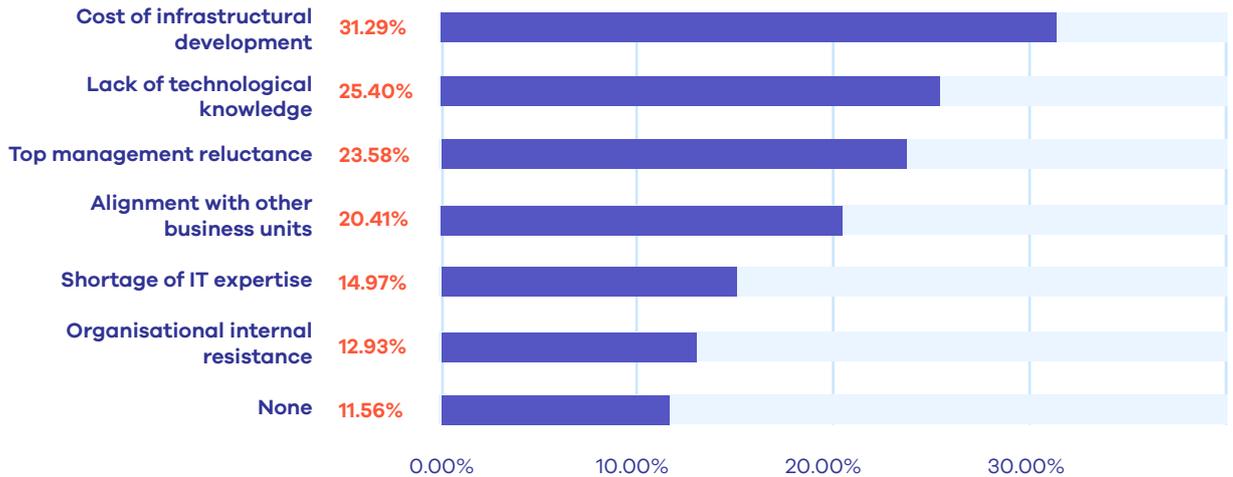
Do you have budget to ensure these initiatives take priority?



## Cost, knowledge and reluctance are stopping HR leaders from delivering

So what are the barriers to investment? According to our data, cost of infrastructural development is the biggest stopper, followed by lack of technological knowledge, which is followed by top management reluctance.

What are the barriers to investment (if any)? Select all that apply



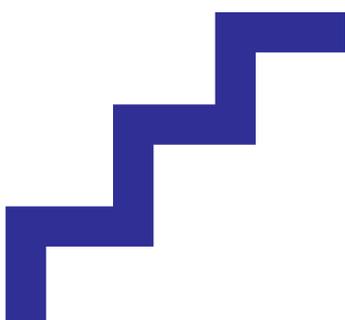
In today’s economic climate it is no wonder that budgets are tight. However implementing programmes and solutions to accommodate HR focuses such as wellbeing and performance do not always need to come with a significant development cost. There are ways to reduce costs. Let’s take a look at an example; technology infrastructure development.

Many organisations are trying to bring programmes in-house. This is supported by our research highlighted earlier, where internal solutions were used more than external solutions, to help company leaders execute their biggest tasks, and when we discovered internal change management tools were favoured over external tools. However, having an in-house team of technicians can be very costly. For example, a systems engineer’s salary in the EU will on average, be over €69,000 annually. In the US, these costs are

even higher at an average annual salary of \$100,474. This does not even take expenses into account such as office space and equipment. Outsourcing allows you to use the knowledge of technicians for a fraction of this cost. This also addresses the barrier of "lack of technological knowledge." Talent can be kept in-house so that they can focus on business-related objectives such as growing the business and increasing customer satisfaction.

When it comes to digital coaching, it takes away all of the costs associated with sourcing coaches, logistical costs such as booking rooms and diary management, and building solutions that will help you consistently monitor the progress of your coachees.

Finally, to help address top management reluctance, to optimise your chances of buy-in you will need to provide hard-hitting numbers for the impact on the company bottom line. Let's take the leading HR focus from this research - employee wellbeing. How can you get buy-in from top managers so that you can implement the solutions you believe will address employee wellbeing? Turnover is an underappreciated drag on a company's bottom line. Research by Gallup reports that turnover costs over \$1 Trillion a year in the U.S. Onboarding a new employee takes an average of 90 days and the costs of replacing an employee can be between 33% and 150% of annual salary. There is an indisputable connection between employee wellbeing and turnover - according to Mercer's 2017 National Survey of Employer-Sponsored Health Plan, employers who create cultures of wellbeing see 11% lower turnover than employers who did little to prioritise employee wellbeing. Now we can see that investing in employee wellbeing offers notable opportunities for real ROI.



## CONCLUSION

The urgency brought about by COVID19 has hastened HR decision-makers to maneuver the new ways of work. Organisational prosperity will be tough to achieve. This continuous and accelerated change will inevitably mean the HR world will continue to be redefined. Juggling the task of cutting budgets whilst providing employees the necessary tools they need to thrive in the new ways of work will be challenging. And As Rachel Le Maire, UK L&D Lead at CoachHub client BNP Paribas says "we are all still learning, nobody has the right answers."

HR decision-makers must be equipped with research-backed insights and at times will need to go beyond spreadsheet data to guide them with their decision-making. The new ways of work requires new ways of thinking - organisations must walk their talk and move away from seemingly safe and outdated practices and discover the power of new tools and solutions that could help them drive business success, as they step into the world of the unknown.



## About CoachHub

CoachHub is the 'mobile coaching cloud' that enables personalised coaching for employees at all career levels. A pool of top coaches from all around the world and an application for web and smartphone allow live coaching sessions via video conferencing.

We turn managers into inspiring leaders, boost team performance, and help employees grow personally and professionally.

Our vision is a personal coach for every employee, accompanying them as a guide to measurably advance their accomplishments.

For more information visit

[www.coachhub.io](http://www.coachhub.io)

