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Empowering professionals to work differently Guidance for Business and Talent leaders

COVID-19 Response

Working differently

Definitions

Changing the location of where work gets done can impact how and when our people work—working differently takes these considerations into account.

WHERE

WORKING REMOTELY, PREDOMINANTLY FROM HOME

WHEN

ADJUSTING SCHEDULES TO ACCOMMODATE TEAM,
HOME, AND CLIENT SITUATIONS

HOW

ADOPTING TECHNOLOGY SOLUTIONS TO ENABLE SEAMLESS
COLLABORATION AND TEAMING

HOW MUCH

FLEXING TO MEET FLUCTUATING BUSINESS NEEDS

Remote working

Setting up for success

Working remotely, whether from home or another location, can be an effective alternative to office-based work as long as the individual, organization and client, are aligned on expectations and “rules of the game”.

- Educate business and team leaders about their role in setting the right tone around remote working, emphasize the benefits and the expectation that disruption for practitioners and clients should be minimal
- That said, in situations like COVID-19 the remote working situation may not be ideal (e.g., small living quarters, multiple generations in the same living space, limited options to get out for wellness, children home due to school closures) and additional flexibility may be required by the individual, team, and client
- To start, map out jobs and tasks that could be affected by COVID-19 and challenge assumptions about specific jobs that are not typically done remotely, and be willing to experiment
- Adopt a set of guiding principles to support remote working, for example:

- support flexibility and choice in terms of where, when and how we work
- recognize the expectations of our external and our internal clients, as well as those of each team
- challenge the widespread perception that “face time,” “presenteeism,” or visibility in the office automatically equals productivity
- recognize that a relationship of trust, respect, open communication and clearly defined deliverables is essential for success
- accept that the success of remote working will be the shared responsibility of practitioners and their team leader
- encourage remote workers to disengage at the end of the work-day and maintain appropriate work-life balance
- proactively leverage ever evolving collaboration tools and technologies to effectively team when being onsite in an office location isn't possible

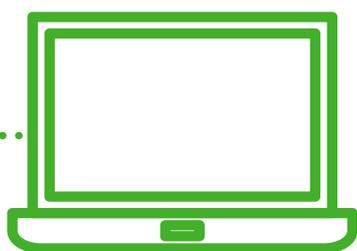


Structuring remote work

Enabling continuity

Businesses and talent leadership must clearly define remote working options and expectations, empowering professionals to make the best decision for their well-being

- Launch defined remote working options and expectations through an ongoing communications campaign, answering FAQs and providing tips and best practices
- Conduct webinars to demonstrate leadership commitment to the success of remote work in support of our clients and our people
- Ensure all professionals are familiar with relevant policies and understand their responsibilities, including member firm/geography confidentiality and computer & data security policies
- Provide necessary mobile technology solutions (e.g., laptop, cell phone, home network) where not yet available and establish expectations for device security and data privacy (e.g., VPN, encryption)
- Ensure business's IT teams and Global Technology Services (GTS) are aware of shifts to remote working and are prepared to support an influx of remote workers
- Work with clients to ensure ability to leverage their technology platforms while working remotely
- Provide (virtual) training as needed to ensure all professionals are skilled in using the technology required to perform their work from a remote location



Teaming virtually

Remote communication and collaboration

When establishing the expectations for remote working, ensure all team leaders and professionals understand how to communicate and collaborate effectively when working remotely

- Team leaders should review and update team member responsibilities, ensuring the clarity of roles and objectives within the team while working remotely
- All professionals should be responsible for ensuring open and consistent communication occurs across all team members, resolving conflict and potential misunderstandings in an effective and timely manner
- Teams should set expectations by discussing being reachable, responsive, and dependable, and define what “urgency” looks like, and the best way to contact one another in those situations
- Team leaders should allocate time during check-ins to discuss what’s going well and what to build further on while the team is working remotely
- Encourage all professionals to use available virtual collaboration technology.



Client discussions

Setting expectations

Business leaders and client engagement partners must be prepared to discuss business continuity with their clients, including the role of remote working

- Leaders should be equipped to explain to clients what a remote team will look like in daily practice, and ensure any questions or concerns around impact are openly addressed
- In particular, set expectations around availability of the organizations and client team members, when and how they will stay in contact, and which channels will be used for sharing business critical information
- Having established there will be no business disruption, leaders should be able to speak to the benefits of remote working, including:
 - Time and productivity gains due to reduced travel
 - Streamlined client communication
 - Continuity of team members resulting in consistent service levels
 - Cost savings and positive impact on sustainability



Professional support

Tips and additional resources

Lastly, consider sharing the following tips and resources with team leaders and practitioners to help them be successful while working remotely

TEN TOP TIPS FOR REMOTE WORKERS

1. DESIGNATE A WORKSPACE FOR FOCUS IN YOUR HOME
2. DEVELOP A DAILY ROUTINE
3. EMBRACE TECHNOLOGY TOOLS FOR COLLABORATION
4. COMMUNICATE FREQUENTLY WITH YOUR TEAM
5. COMMUNICATE OPENLY WITH YOUR CLIENTS
6. REMAIN CONTACTABLE
7. DO NOT OVER-RELY ON EMAIL/IM—USE THE PHONE
8. BLOCK YOUR CALENDAR FOR “WORKING TIME”
9. DEDICATE TIME FOR INFORMAL SOCIAL INTERACTIONS
10. REGULARLY REVIEW PERFORMANCE WITH TEAM LEADER



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