TRANS_FORMING

WHILE

PER_FORMING

How to create a culture of innovation with partners

ANDRES ANGELANI

SPECIAL **COVID-19 EDITION**

TRANSFORMING
WHILE
PERFORMING

New Chapter Focused on Transforming While

Performing In The Age of COVID-19

**ANDRES ANGELANI**

WHY CHAPTER 8, AND WHY NOW?

Late last year, I published *Transforming While Performing: How To Create A Culture of Innovation With Partners.* The book was intended to provide a roadmap for how to most effectively execute a digital transformation that prioritizes the customer, nurtures a culture of innovation, and lays the foundation for mutually productive partnerships.

I received great feedback from companies and executives. Many of them were in the process of or considering some form of digital transformation, and felt the book appropriately covered what that entails and how to get the most out of the experience.

But who would have believed that less than six months later, a global pandemic would swiftly arrive and disrupt economies, business continuity plans, and every facet of our professional and personal lives as we know it?

Seemingly overnight, we were thrust into stay-at-home orders and remote work environments.

I'd been saying for years that one day all organizations would be technology companies, but I never imagined that it would happen to everyone on the same day! Together, we've learned to operate in a new normal, and run business via Zoom, email and other platforms from the confines of home offices and remote work environments.
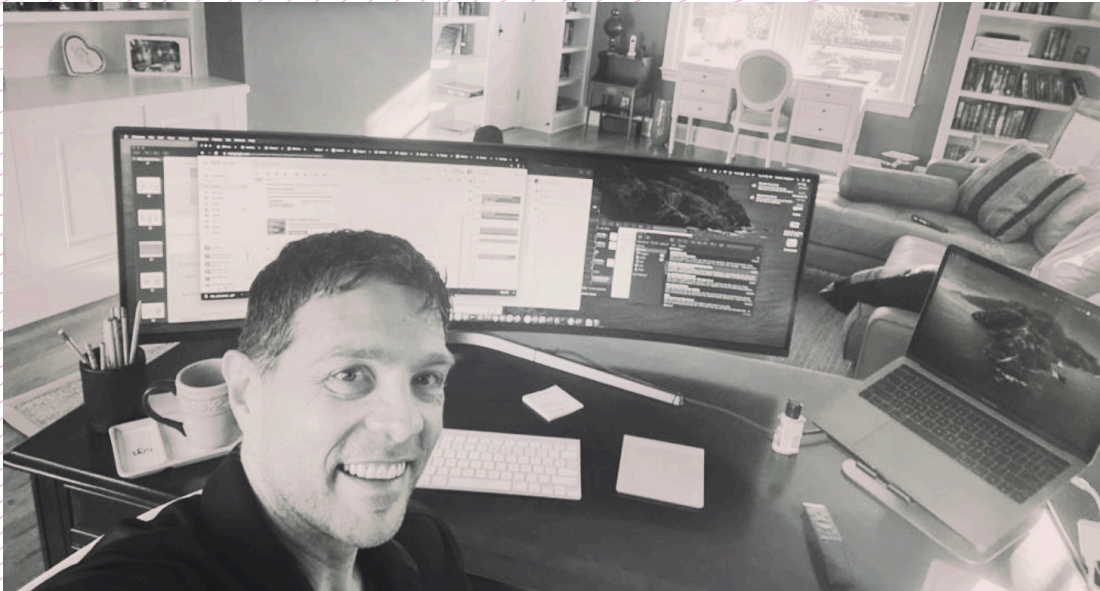
Chapter 8, which we're calling 'The World's Largest Work From Home Experiment,' is the natural epilogue to Transforming While Performing. What do we do if we have to maintain business as usual, while being completely remote, away from our offices and colleagues, as a part of distributed teams across the globe? Essentially, how do you continue to Transform While Perform in the midst of a major global crisis?

This new chapter covers business and technology lessons learned from COVID-19, and how despite a great deal of adversity, innovation has helped our organization and our clients sustain business, overcome challenges and win.

One positive outcome from this pandemic: it has ushered in a new era of collaboration, which has also brought on a wave of innovation and knowledge sharing. Collaboration and agility go hand-in-hand. Now more than ever, companies that do not embrace collaboration, that continue to operate in silos while avoiding transformational partnerships, will not survive our new normal.

We are still learning a great deal from this pandemic... about each other, about our organizations, our governments, and most important, our values. Regardless of what comes next, companies will have no choice but to abandon their agendas, and their old way of doing things, and instead choose innovation.

Andres Angelani
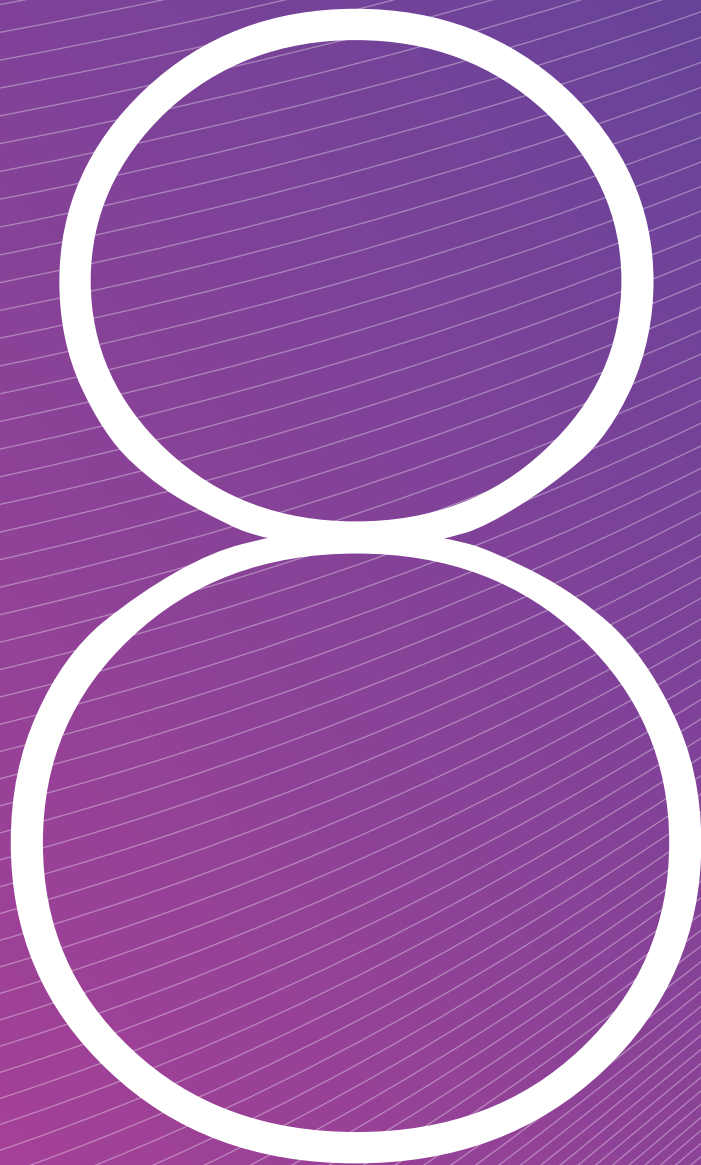
VIRTUAL, MORE OR LESS AGILE?

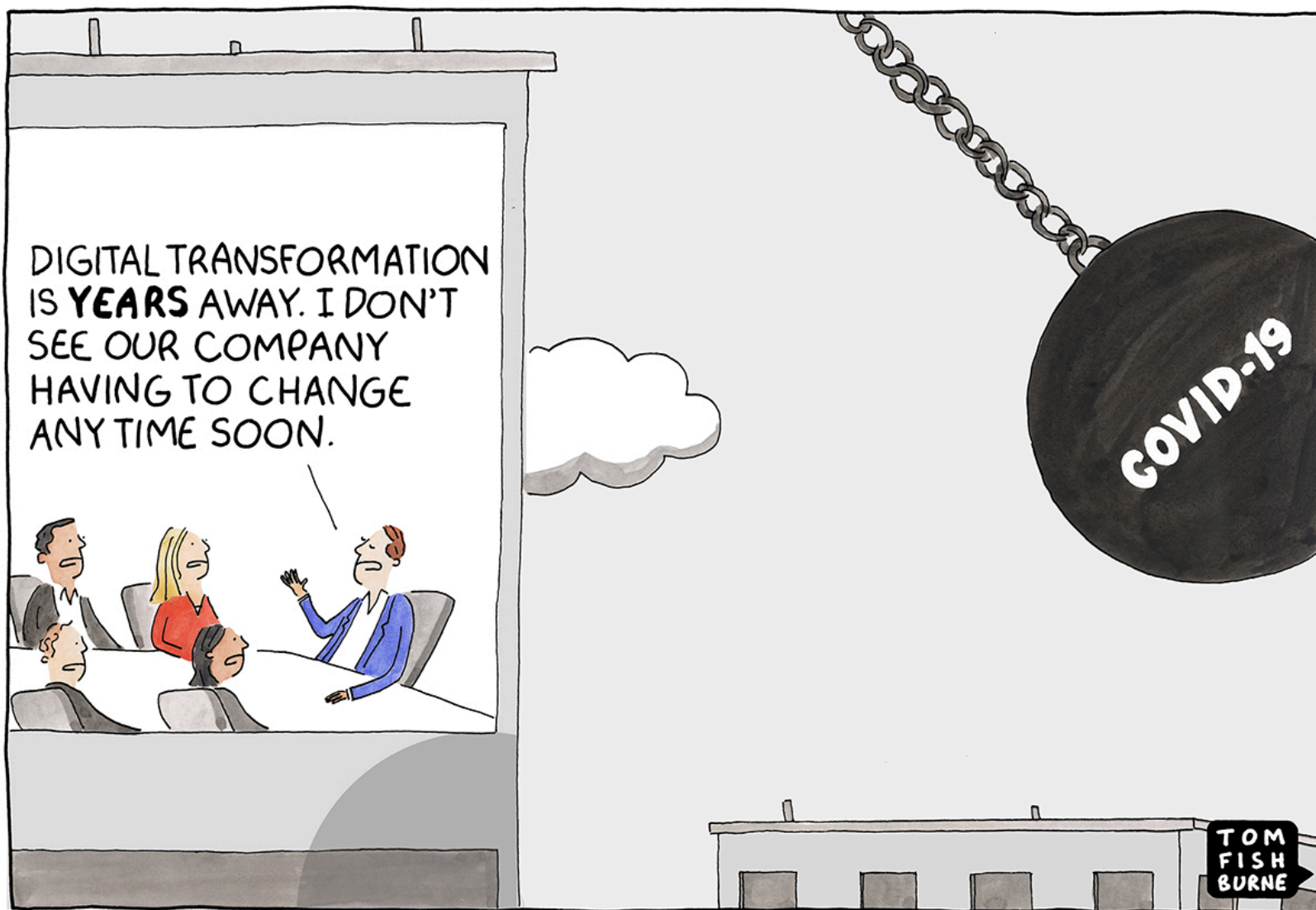—

The World's Largest Work From Home Experiment Is Live

COVID-19 HAS BROUGHT THE FUTURE TO OUR DOORSTEPS.

Companies will have no choice but to abandon their old way of doing things and instead, choose innovation.

COVID-19 will likely encourage industries and businesses to reconsider how they embrace automation.

Forced to rebuild and redefine business models, companies will choose innovation.

BACK TO THE FUTURE

Today's Pandemic Paves The Way
For Tomorrow's Opportunity

In 2020, you don't need to go 88 mph in a DeLorean to travel to the future. Unfortunately, COVID-19 has brought the future to our doorsteps. Most technologists and business pundits tend to agree that COVID-19 will essentially accelerate a great deal of change that has been predicted for some time.

Automation, in a variety of forms, has been with us for awhile. Many people, either comfortable with the status quo, or intimidated by the changes that automation delivers, have been slow to adopt and adapt to newer technologies.

However, COVID-19 has created a chain reaction that will likely encourage industries and businesses to reconsider how they embrace automation. The pandemic has forced an economic downturn, and this has led to companies laying people off. With the reality that businesses are operating at or close to a bare minimum, automation will inevitably come much more into play as businesses look to regain their footing. New shiny tools and platforms will enable businesses to ramp up more quickly, while also satisfying digital transformation needs that were either delayed or reluctantly avoided.

Forced to rebuild and redefine their business models, companies will have no choice but to abandon their old way of doing things and instead, choose innovation.

CAN REMOTE WORK REALLY BE AGILE?

⎯

Open-source communities, like Linux and Android, have revolutionized software and the world working from anywhere.

⎯

Traditional analog enterprises struggle to innovate, even if everyone is located in the same place.

B efore we race down the road to where we'll be, let's talk about where we are.

Everyone will have a different story in terms of when COVID-19 became a big part of their lives, and when they began to take it seriously. Perhaps it began early in 2020 with the news out of China that Wuhan was under lockdown because of a dangerous virus that had been making its way around the city. Perhaps it was later, March 12th, when Utah Jazz player Rudy Gay tested positive for Coronavirus, resulting in the NBA suspending its season. For others, it may have been more than a week later, when Governor Cuomo announced that all New York residents must stay home to the maximum extent possible, banning all nonessential gatherings.

Many factors have contributed to the increasing seriousness of COVID-19, not least of which is the millions of workers who have had to find a way to remain productive while working remotely. While this has challenged many, it's also important to note that many people and businesses have been navigating the ins and outs of working remotely for some time. It's not as if everyone woke up in the middle of March and suddenly had to work remote. In fact, we have been moving in the direction of a more remote job force for some time.

According to research from job search engine Adzuna, remote job openings in the U.S. were booming well before the crisis, rising 270% since 2017.

Some additional stats that help support this narrative:
- **In 2020 (before the arrival of COVID-19) there were already 7 million people working remotely in the U.S., or 3.4 percent of the population.**
- **43 percent of U.S. employees already were working remotely, at least some of the time, according to Gallup's most recent State of the American Workplace**
- **Over the last five years, the number of people working remotely has grown by 44 percent**

Still, for many companies, a distributed workforce has been a traumatic experience, one that many were not prepared for. With immediate mandates to work from home, companies have had to come to terms with the fact that the foundation they had built and the momentum they were generating could be undermined and reversed with the forced pivot due to COVID-19.

As organizations dusted off business continuity plans, CIOs and his or her teams moved directly into the line of fire, and with that added visibility came a new level of scrutiny for their respective readiness and ultimately, credibility.

Everyone moved to a distributed workforce model and were forced to ask themselves three primary questions:
- **How can we maintain momentum and ensure a continuous product or delivery?**
- **How do we ensure that teams continue to work together, despite not being in the same location or face-to-face?**
- **And most important, how do we ensure that we don't slow progress?**

CAN WE USE THIS NEW NORMAL AS AN OPPORTUNITY TO TRANSFORM?
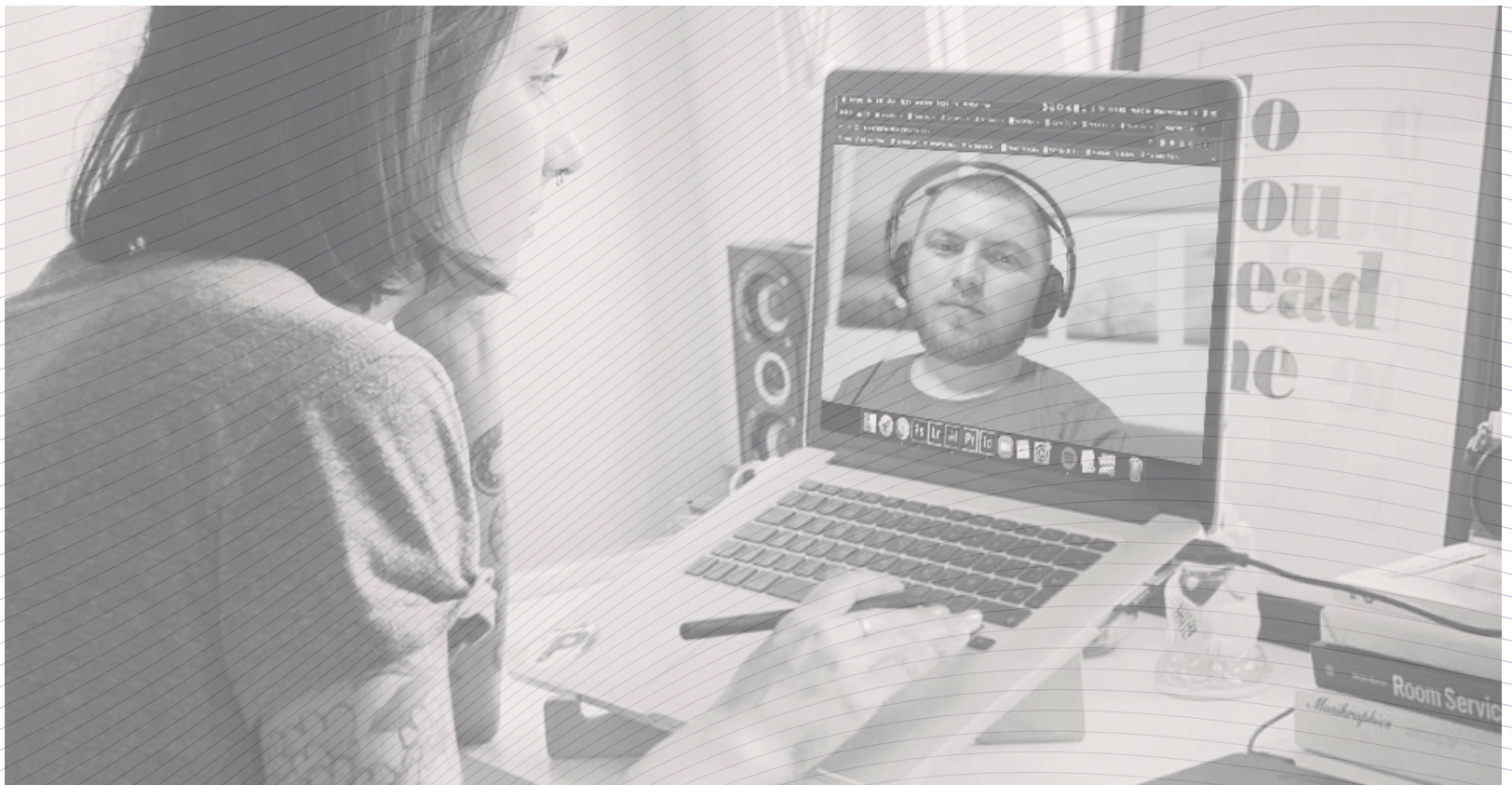
When it comes to utilizing and empowering a distributed team, technology becomes an even more potent weapon. Open-source communities, from Linux to Android, have revolutionized software and the world, while more traditional enterprises still stuck in analog have often struggled to make virtual environments work.

As indicated in previous chapters of **Transforming While Performing**, our organization has traditionally been structured around physical pods, while also promoting remote teams and work. COVID-19 has pressed us to not just make entire remote teams work, but prove that they can be successful in a virtual agile environment.

And we're seeing strong evidence that benefits exist with teams and members in multiple locations, and that agile can survive and thrive in a 100% remote environment.

What are the new opportunities?

*   **Flexible Schedules –** Distributed global teams mean a more flexible delivery schedule. Teams work with different people in different locations, adjusting to time zones with freedom to rethink how they structure their work day. This flexibility often means projects and deliverables move quicker, vs. the typical constraints associated with everyone in the same time zone or location.

*   **Customized and Global Talent –** Being agile and remote means more options to tap into better partners and talent. Value can be added, often at a lower price point, while adding a wider and deeper bench of customized, global talent.

While these examples are encouraging, one element is critical to ensuring success:

*   **Engagement –** The key to success is not just connecting with your teams, but rather delivering clear, consistent communications and direction, obtaining feedback and sustaining a productive flow, top-down, bottom-up and peer-to-peer. Communicating in real-time helps establish expectations, even when projects are dynamic and evolving. Teams and individuals need to understand 'the why' and the rationale for what they're doing. This helps build trust, rapport, and culture, while leading to better independent decision making.

Still, there are a number of variables and dependencies that have to be considered when operating in an all-remote environment.

Decision making may be slower, given that everyone is working remote. In an office environment, it's easy to walk over, talk to a colleague, pick up on body language and share personal stories that embody a typical office culture.

In addition, completely remote teams often lean into more one-on-one communication, vs. speaking and sharing things within a group.

Last, not every 'home office' and home environment is created equal. Some colleagues have young families with small kids, in small apartments. In other cultures around the world, generations live in one household, so privacy can be a luxury. In a global society, patience, partnership and collaboration are critical to overcome cultural and geographic obstacles.

A NEW NORMAL

—

As economies plan to reopen, with customized and phased approaches, we'll start to experience a new normal. Essential workers are the first phase, and society will shift and embrace a new business model that priorities health and safety prevention. Our daily lives, the lives we knew before the pandemic, will change. Concerts and parties may disappear for a while. We may not see large scale gatherings at restaurants or around the Thanksgiving table, and it remains to be seen whether we'll have crowded malls and shops this holiday season or the next one.

This global crisis has demonstrated the increasing importance of collaboration. Collaboration in the form of country with country, state with state, businesses with consumers, with a concerted emphasis on collaboration to assist load-balancing hospitals and testing and developing a vaccine.

This collaboration theme was emphasized in this book, Transforming While Performing, and now carries even more urgency in terms of how we win over a virus, over a market, how we push our economies into overdrive, and emerge from this crisis stronger, wiser and importantly, together.

Coming out of today's crisis, business and governments must innovate rapidly, and these dire circumstances demand new and creative collaborative approaches.

Strong recent examples include:

- **New Balance Footwear quickly pivoted away from sneakers, and began making masks for hospital workers from laces and other trademark footwear materials;**
- **Journeyman Distillery successfully switched from making whiskey to producing alcohol-based hand sanitizer that meets World Health Organization standards;**
- **GM streamlined its operations and connections to supply chains to produce much-needed ventilators.**

The pandemic has ushered in an era of collaboration, which has also brought on a wave of innovation and knowledge sharing.

Collaboration and agility go hand-in-hand. Now more than ever, companies that do not embrace collaboration, that continue to operate in silos while avoiding transformational partnerships, will not survive our new normal.

"Business and governments must innovate rapidly, and **these circumstances demand good partnerships, flexibility and a culture** that embraces collaboration and engagement."

RAISING THE CURTAIN ON VIRTUAL PODS

While there isn't a specific equation to define innovation, we've long held the belief that collaboration + knowledge sharing = innovation. This formula works well in both normal business, and as we've seen recently, during times of crisis.

This formula helped create and define our software product delivery, called Pods. Designed as cross-functional, agile teams, Pods are responsible for end-to-end solutions. They're also fully distributed and feature:

1. Community based vs. Individuals based
2. "The right results" vs. "Are they in 'x' location"
3. Off-Premise, Within Reach
4. Pushing the limits of Velocity, Quality, Autonomy and Product KPIs in a fun and engaging way

The pandemic forced our organization to collaborate like never before. Given the current business environment, resulting in 100% remote and distributed teams, we needed a new approach that maintained the integrity and discipline of our Pods, while also leveraging and capitalizing on innovation.

It is through this lens that we developed Virtual Pods, a new approach that continuously delivers via remote resources for today's businesses and increasingly evolving digital demands.

In order for Virtual Pods to be successful, there has to be a strong focus on developing a culture (and a method) that guarantees thriving **Community**, and a **well-communicated** and securely **engaged** environment.

- **Communities** represent the cultural connective tissue that engages members, and focuses on their personal growth, and keeps them thriving and highly productive.
- **Well-communicated** within a fully distributed team translates not just to team members, but to clients as well, encompassing flexible software along with frequent smaller group video chats.
- Goals are a permanent focus, whether they are professional development objectives or project specific KPIs. These help contribute to community involvement, which in turn drives engagement.

Effectively engaging employees will be another innovation burst that will likely be linked to COVID-19 and its related impact on business. It's fair to say that companies who embrace game-designed elements will reap benefits, but only if the design not only focuses on delivering the daily tasks and KPIs but also focuses on each person's growth as a professional and as a member of its community.

We are finding that Gaming online, in our software world called Game of Pods, is offering the opportunity to continuously engage your workforce by applying game mechanics into a corporate setting, making work more fun, merit more visible and individual career progress more equitable and transparent. Companies can develop a team-oriented Pod model that incorporates gamification to improve employee engagement and productivity, enable team members to work more efficiently, accelerate the learning curve and deliver more sophisticated products to market faster.

Integrating gaming into your organization can empower, excite and incentivize employees, motivating them to overcome obstacles that might otherwise stand in the way of success and sustainable innovation.

Take for example, you and your co-workers are working within a Virtual Pod. Together, you're battling obstacles and new challenges, ultimately fighting for the survival of your customer, and their customers. Together, you have to engineer a solution, all with specifications, deadlines, and rewards. Individually, you're empowered and motivated to be a self-driven thought leader, a superhero in your world. Together, you and your Pod aim for targeted outcomes and measurable KPIs, and the holy grail that comes with a job well done.

Your battle ends in success, and you're acknowledged and rewarded. But your journey is far from over, as new challenges, new powers, new accomplishments help enable and inspire better relationships, productivity and growth.

This model not only helps improve talent, projects and deliverables, it also plays well into our desire to win, to be important, to matter. And it also lends itself to fulfil our desires, and avoid the sobering reality that can come with having to deal with a global pandemic.

Game of Pods engages Virtual Pods in a continuous improvement journey, encouraging diverse thinking that recognizes and rewards teams and individuals for improvement, not just in the short term, but also over the long haul.

This approach brings Transforming While Performing full circle. Successful digital transformations don't happen in one physical location, they happen everywhere, in real time... in the cloud, in a mobile environment, at a retail checkout, and yes, even during a global pandemic.

It's our job to make sure we use what we learn to move this forward, both for our clients and also in preparation for whatever comes next.

Healthy office culture is hard to replace. **For the Virtual Pod, communities deliver vibrant culture that keeps teams engaged.**

TALKING THE TALK AND WALKING THE WALK...

VIRTUAL PODS IN ACTION

The COVID-19 pandemic forced many global organizations to immediately move to a remote-only workforce, and nowhere has this been more real than at Cognizant Softvision.
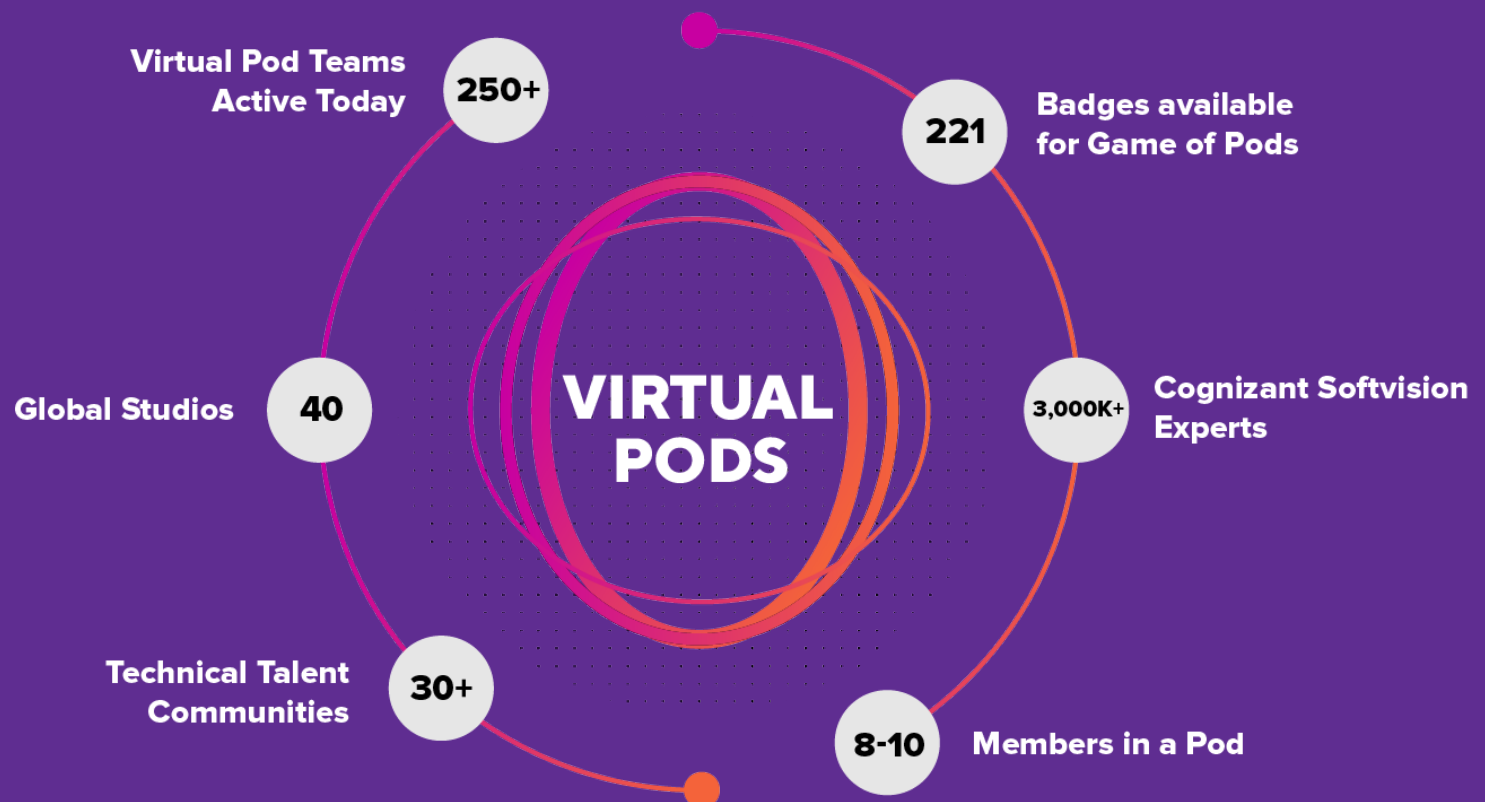
While we have growing studios in Romania, Canada, Argentina, Mexico, India, Ukraine and across the United States, we have been managing remote teams and encouraging telecommuting for more than a decade.

In many respects, we're the poster boy for how to effectively and efficiently move your business to an entirely remote environment.

We went from more than 3,000 people across 40 global studios to a 100%, completely remote organization, in less than 48 hours.

SCALABLE MODELS FOR TALENT AND TEAM DEVELOPMENT

Virtual Pod Teams Active Today — 250+

Badges available for Game of Pods — 221

Global Studios — 40

VIRTUAL PODS

Cognizant Softvision Experts — 3,000K+

Technical Talent Communities — 30+

Members in a Pod — 8-10

FOSTERING A SENSE OF BELONGING AMONG COMMUNITY MEMBERS AND LEADERS

Born out of necessity, Virtual Pods has helped enable our global organization to be a completely digital, remote workforce. While 'the world's largest work from home experiment' has been challenging, it has also forced us to stay closely connected, understand the need to continue to drive momentum, and deliver client results in a timely, cohesive manner. We accomplished all of this while immediately leaning into our four core standards for success:

Driving A Culture of Community and Collaboration

Communities go beyond strictly functional roles. Instead, they are scalable models for talent and team development, fostering a sense of belonging among community members and leaders alike. We created a series of Zoom social events, where Yoga and Fitness sessions help balance our minds, our bodies and our days; while Google Hangouts and Facebook Workplace have forged deeper and more meaningful interactions around children, pets, recipes and coping through the crisis.

Improving Engagement Through Play

We have leveraged our gamification system, Game of Pods, to help focus our designers, our developers, our engineers and creative technologists on professional development objectives and client/project-specific KPIs. Our talent has continued to stay engaged and motivated for themselves, their teams, and most important, their clients.

Staying The Course With Communication

Zoom, Facebook Workplace, and several other platforms have kept our Pods and our teams closely aligned and in sync, mirroring the in-person experience. Frequent and continuous hardware and software protocols have relieved uncertainty and miscommunication, and also delivering coaching and training in service, product development and leadership.

Insisting On Ironclad Security

Everyone in our remote environment can leverage backup, recovery, certifications, VLAN work environment and segregation, data loss prevention, and many other policies.

Ensure continuous delivery,
– even while remote.

Keep, or improve,
team engagement.

Keep achieving the
right outcomes.

VIRTUAL PODS IN ACTION

"We often have key Pod members open up a video conference instance and keep it running all day during critical sprints. **We treat each-other's virtual environment like open-door offices. Need to talk? Pop on in.**"

8

EMPLOYEE RECOGNITION IS ESSENTIAL

A poll of 1153 workers published in Harvard Business Review found that 46 percent of them said that the most successful managers check in frequently with remote workers, rather than just leaving them to work on their own.

These workers also said that managers who are always available during the remote employee's work hours — an always-on listening channel — were best at helping workers feel supported and cared about.

The polled employees also noted that they appreciate a bit of awareness by managers of the employee's personal life — water cooler chat about family, hobbies, challenges etc.

This speaks directly to engagement, which is the key to retention, talent growth, and inevitably, putting great products into the market. Engagement is intrinsic motivation. A sense of focused purpose towards a goal. Something that is driven from within, more than from external sources. **Slack**, which is very adept when it comes to remote work and related statistics, states the following:

"Daily greetings and regular check-ins over shared communication channels are effective ways to acknowledge remote employees, but the biggest impact comes from celebrating contributions and achievements with specific, purposeful feedback and recognition."

AUTONOMY AND CHOICE CAN HELP RELIEVE WORK STRESS

—

What happens when our remote workforce goes through natural fatigue and 'burnout' that comes with the blurred lines of personal and professional lives? Building a vibrant culture right now, one that emphasizes community and is supported by social programming and connectivity that directly benefits employees, can help companies avoid burnout. Or, as we're referring to it, PAN out, as in "I'm so PANNED out I don't think I can do it today." PAN out is our collective sentiment of being 'over' the pandemic and the unhealthy monotony, seclusion and stress that comes with quarantine. In fact, a new survey from Glint revealed a threat to productivity and employee engagement, with employees sentiment toward burnout doubling from March to April, increasing from 2.7% to 5.4%. The Pandemic 'PAN out' is winning.

This illustrates the importance of building a culture of inclusivity, flexibility and autonomy, one that can transcend geography and help overcome a lack of proximity. A new study by researchers at Indiana University's Kelley School of Business correlates on-the-job stress with death. The study followed 3,148 Wisconsinites for 20 years and found heavy workload and lack of autonomy to correlate strongly with poor mental health and death. Titled 'This Job Is (Literally) Killing Me,' the study concluded that work stressors are more likely to cause depression and death as a result of jobs in which workers have little control.

In short, stress kills productivity and creativity, which is bad news. The good news is more autonomy and control can help relieve and cope with stress. Managers would be smart, especially during this coronavirus pandemic, to provide employees with more control and choice in terms of how, where and when they work.

Post-pandemic, we'll return to 'new normal,' one that emphasizes safety while providing employees with options. People will appreciate the flexibility and balance to work alongside colleagues, and the opportunity to remain remote in home spaces and other preferred locations, each providing a range of benefits.

Connecting people in communities and offering them some form of control can help improve productivity and overcome feelings of isolation or sameness.

IMPROVING TALENT

- Visualize target achievements
- Collaborate more with their Pod
- Track progress towards goals

IMPROVING PROJECTS

- Promotes Agile best practices
- KPI reports for stakeholders
- Pushes autonomy & teamwork
- Scalable for global teams

Engaging remote teams can be challenging, but with Virtual Pods, professional development objectives in addition to project-specific KPIs are always in permanent focus by way of Cognizant Softvision's gamification system, Game of Pods – a system designed to improve talent and projects through targets and Pod-specific collaboration opportunities.

Game of Pods provides feedback, choice, and meaning to each member. By choosing an avatar and a nickname, you develop an emotional bond, while these act as a feedback channel. Having visibility of your own skills, including level of expertise allows you to be aware of your evolution and measure your growth, your professional profile. At the same time you build your custom, flexible, fast paced career plan based on strengths and goals. You set your goals to develop autonomy and measure, while making constant, incremental improvements.

To help talent growth there are communities. Communities help connect talent with peers who have shared interests, and develop a sense of belonging. There, talent can meet community leaders, who act as enablers to help identify growth opportunities. So when the project calls, the teams are already empowered thought leaders, with a sense of meaning.

- **What Peloton is bringing to at-home fitness communities, Game of Pods brings to product development talent.**
- **A KPI engine for agile.**
- **Great engagement for global talent, around the goals that matter.**
- **This is a platform driving engagement within teams.**

THE CASE FOR VIRTUAL AGILE

Benefits

There are a great deal of benefits when you take a closer look at the technology and environmental impact. From a tech perspective, being remote encourages the use of new platforms:

- **36 percent** of people who work remotely use some type of cloud-based management tool,
- **34 percent** use an instant messaging service, and
- **13 percent** use collaboration software.

Also, on the environmental front, remote working helps reduce the release of carbon dioxide, reducing our carbon footprint and creating a better environment.

- When Sun Microsystems allowed 24,000 employees to work from home, the change meant that **32,000 metric tons of carbon dioxide** were not released into the air.

- Xerox calculated that it saved 92 million miles of driving by allowing its remote workers to avoid commuting, thereby reducing carbon emissions by almost **41,000 metric tons.**

Virtual Pods delivers on both technology and the environment.

—

Virtual agile not only improves outcomes and employee morale but is a policy that **the most talented employees desire.**

EMPOWERING COMPANIES TO ACHIEVE NEW RESULTS IN NEW BUSINESS ENVIRONMENTS

Four Standards of Success

for Virtual Pods

1

Communities Drive Culture and Prevent Burnout

- Healthy office culture can be hard to replace, but for a <u>Virtual Pod</u>, communities deliver a vibrant culture that keeps teams engaged.

- Cultural connective tissue engages members – socially motivating member growth, providing personal development to create true Subject Matter Experts (SMEs), and empowering members to lead.

Keep The Focus on Engagement

- Engaging remote teams can be challenging, but with Virtual Pods, professional development objectives, in addition to project-specific KPIs should always remain in permanent focus
- Consider a gamification system, such as Cognizant Softvision's Game of Pods. Game of Pods improves talent and projects through targets and Pod-specific collaboration opportunities.

3

2

Ensure Success with Clear Communications

- With a culture of continuous and clear communication built into the Virtual Pods model, global guidelines are set for all meetings and project communication, in an effort to mitigate uncertainty and fight miscommunications.
- Virtual Pod members are empowered by software and hardware protocols in addition to outside support systems, enabling teams and breaking through unnecessary blockers.

4

Make Security A Priority

- Enterprises insist on ironclad security, credentialing and processes.
- Virtual Pods gives it to them, including backup and recovery, certifications, centralized security ownership, VLAN work environment and segregation, and VDI and data loss prevention, along with many other security policies.

INSIDE OUR VIRTUAL PODS

Regardless of time zones or geography, teams often start with a virtual coffee, answering questions about what's coming up, deliverables, deadlines, and what projects each team member owns.

Feeling empowered, our teams set off to work together and co-create, collaborate, simplify, ideate – on different projects.

Additionally, they forge ahead on individual tasks – co-problem-solving with their global communities as needed, along with remote pairing where developers work on the same code at the same time while designers conduct research and prototype.

Knowing fully that they have the opportunity to tap into the pod at any time, or at a mid-day checkpoint – where teams gather to report incremental improvements – making sure their Pod is coordinated on project status at every single step.

Everyone is mindful to take regular breaks, to find and share outlets to recharge and refocus, balancing work commitments with personal and family health obligations.

A refreshing change of pace from a regular "virtual" team – A pace where team members are motivated to work on a personal level, connected with a community to be a part of something bigger, and strengthened to provide the same impact and the same competencies.

The same great outcomes for every client project.

A DAY IN THE LIFE ...

1.

MY MORNING SECURE SIGN IN

Our team signs on to the customer via a secure, authentication process, ready to tackle the day.
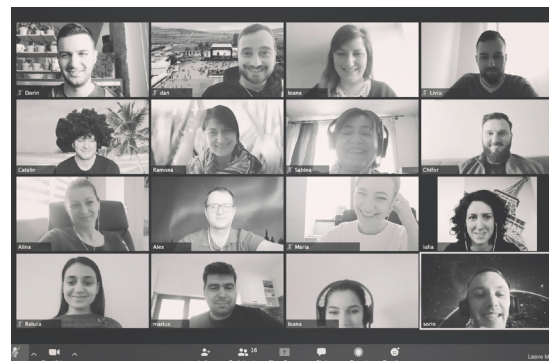

2.

COMMUNITY COFFEE

Frequent check-ins with community managers to align and explore new thought leadership opportunities.

3.

TIME TO SPRINT

The Pod conferences and compares notes together using Zoom, and other reliable and secure video conferencing platforms.

4.

YOGA / FITNESS BREAK

Breaks in the day to recharge and refocus are offered by community members, with a particular focus and passion for fitness.

5.

AFTERNOON 'VRUNCH'

Mid-day updates are provided by all members via IM, hangouts, chat rooms and Slack.
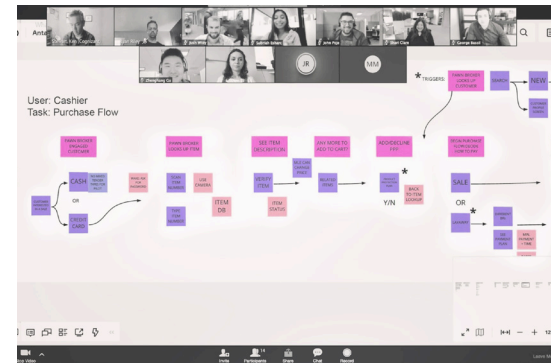

6.

TIME TO CONNECT WITH CUSTOMERS

Screen-sharing to discuss project evolution, objectives and goals, while keeping our finger on the pulse of the market, your stakeholder needs and how they're doing.
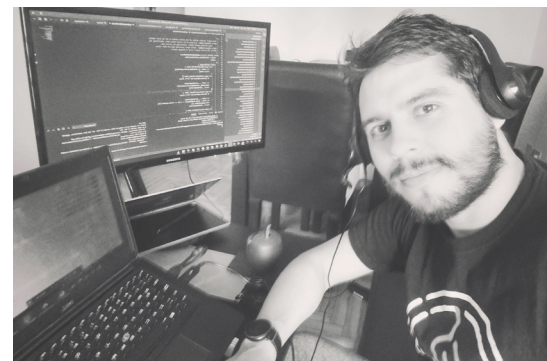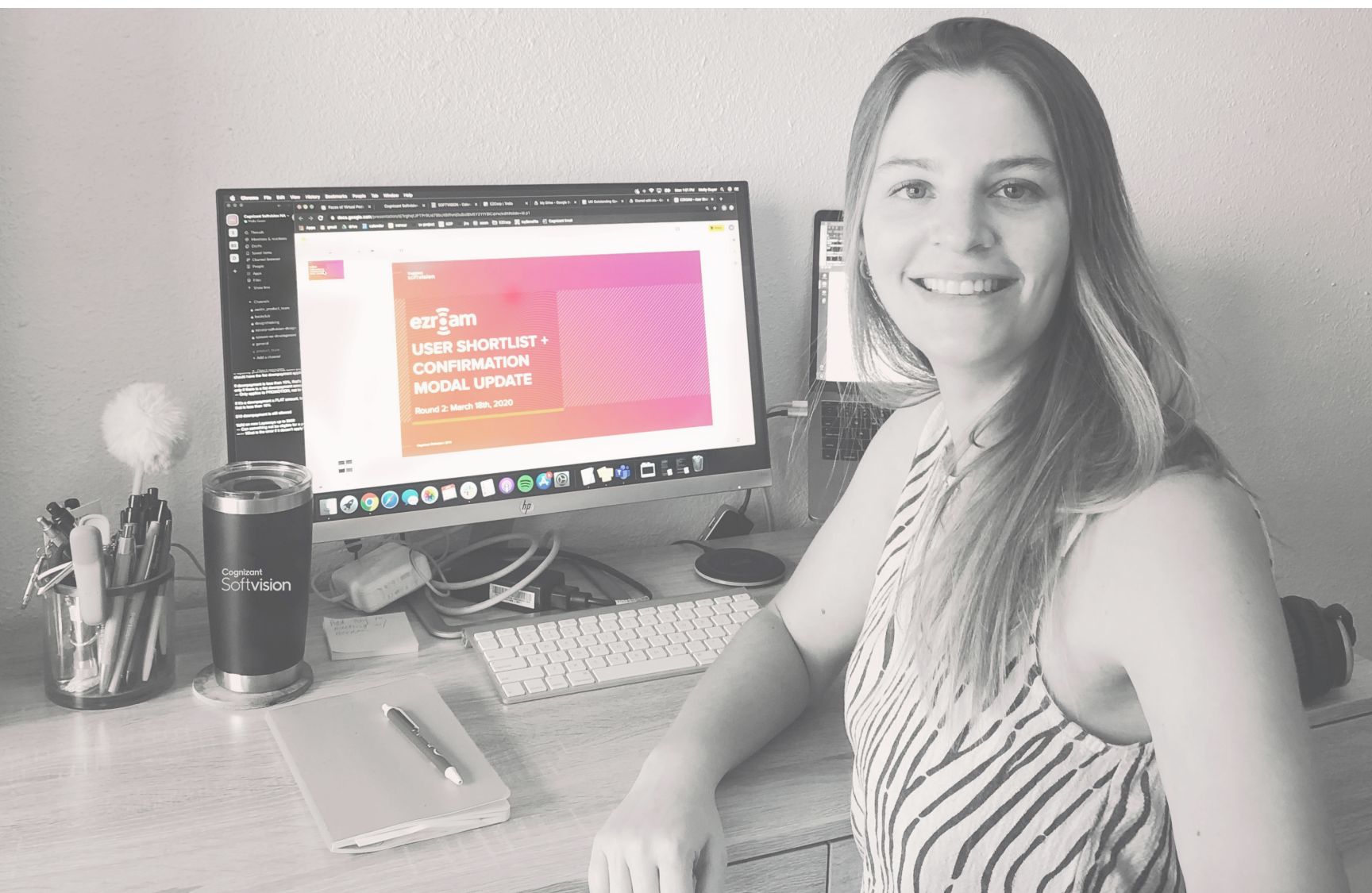

7.

EoD TEAM POW-WOW

The team concludes its day to share progress, discuss obstacles and potential solutions, and review priorities and accomplishments for the week.

REASONS
TO BELIEVE

There are several indicators that support the Virtual Pod model. One factor: remote workers are more likely to be engaged:

- **Gallup research finds that "optimal engagement ... occurs when employees spend 60 percent to 80 percent of their time working off-site — or three to four days in a five-day workweek."**

In addition, we know that millennials and a new generation of workers are happier when there is more flexibility in their work:

- **90 percent of employees say that flexibility in their work arrangements contributes to their morale.**

People become more engaged if they can choose where they work. That may be home, the office or another remote location.

THE INDUSTRY IMPACT

Gallup has pointed out: "Job flexibility engages remote workers, which drives performance."

This is supported with a number of statistics:

- Remote workers can be 20 to 25 percent more productive than their onsite colleagues.
- Real estate expenses saved by each remote worker averages $10,000 a year.
- Employee turnover in companies that allow remote work is 25 percent lower than in companies that don't offer that option.
- Employees who work remotely at least one day a month are "24 percent more likely to be happy and productive."
- 85 percent of businesses say that implementing flexible work locations have made their company more productive.

- 75 percent of people who work remotely do so because there are fewer distractions.
- 77 percent of employees say that working remotely will help their company lower operating costs.

However, not every company is equipped to support a fully remote workforce. There are serious productivity and burnout risks with virtual work.

The corporate culture needs to embrace collaborative methodologies, processes and tools, as well as reformulate the employee journey over the new normal.

SOURCES

CHAPTER 8

https://www.business2community.com/human-resources/25-key-remote-work-statistics-for-2020-02299342

https://www.gallup.com/workplace/283985/working-remotely-effective-gallup-research-says-yes.aspx

https://fortune.com/2020/04/07/remote-work-from-home-jobs-hiring-coronavirus/

https://danielmiessler.com/blog/covid-will-accelerate-things-that-were-coming-anyway/?mc_cid=2d1527ee53&mc_eid=b7a649fd2a

https://www.fastcompany.com/90507442/hr-researchers-discovered-the-real-reason-why-stressful-jobs-are-killing-us

TRANSFORMING
WHILE PERFORMING

The rapid development of global technology has revolutionized the way businesses and their customers interact. Companies must constantly strive to remain agile and adapt their practices and strategies to stay on the cutting edge of the new digital marketplace. Connecting with customers more quickly, more efficiently, and more personally is essential to doing business in the modern world—and undergoing a digital transformation is the key to achieving those goals. *Transforming While Performing* will provide you with a roadmap for how to most effectively execute a digital transformation that prioritizes the customer, nurtures a culture of innovation, and lays the foundation for mutually productive partnerships. Entering the digital world doesn't need to be a complicated or painful experience for your business—with the strategies outlined in this book, you will be able to harness the opportunities presented by the transformation process to maximize the potential of your company and position yourself at the forefront of the new digital and globalized technology age.