



# **De-densification of offices: uncharted waters of management. Literature review**

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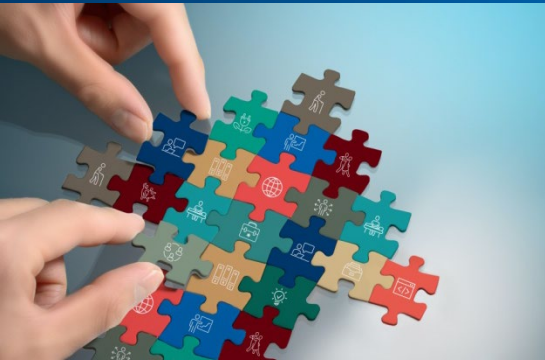
# Introduction



- Today, one does not need to be futurologist to understand: the world is in the process of explosive technological transformation. In the history of man-kind, technological revolutions have always accumulated for a long time and gradually, but sooner or later a trigger led to a quick restructuring of both economies and public relations. Pandemic served as trigger to test latest technologies.
- We can not look to the past for solutions. There are no rules yet. A new working culture should not be constrained by rigid mindsets or rules that shaped the way we worked previously. What managers should do to be able to manage those who work remotely, to recognize when they are not dealing with their job, feeling depression at work, and to partner up and innovate new products and services in a virtual environment?

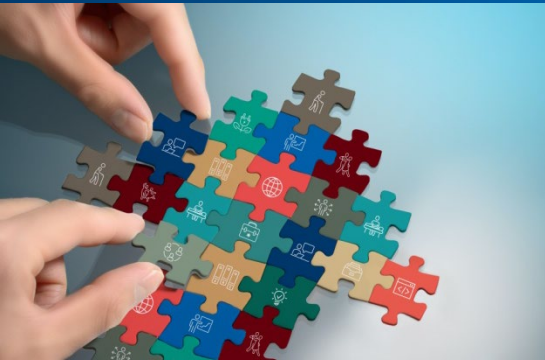


The latest technologies that have developed exponentially over the past two decades have only been waiting for a trigger to stimulate new grand transformation of society. Even though remote working has long been an option for tech companies, with the prevalence of COVID-19, flexible working practices have gained wider appliance ever before. The pandemic has created the ideal conditions to test remote working on a large scale. The way we work until recently has started to become more virtual and remote, quite simply there has been no other option.



## What we have learnt so far?

- Different researchers have studied Covid-19 and its impacts on different stakeholders (Brooks et al , 2020; MacIntyre, 2020; Shigemura et al., 2020; Li et al, 2020). Brooks et al (2020) discussed about the distress caused due to the lockdown, social distancing and quarantine. This is affecting the mental well-being of people (Alradhawi et al, 2020; Li et al, 2020; MacIntyre, 2020). Uncertainty (Gao et al., 2020), threat to safety and security (Xiang et al, 2020), isolation (Brooks et al.,2020; Wang et al., 2020), threat to job and income (Zhou et al., 2020) are some of the factors that cause anxiety and stress. The anxiety increases with the repetitive announcements of the precautions to be taken (Shigemura et al, 2020). Those who are quarantined are distressed due to loneliness and boredom (Xiang et al, 2020).



- During quarantine, the closure of schools and child-care services has increased employees' parental demands, it led increased inability to separate work and private life, further blurring the lines between work and family spheres. While these work-family interconnections seem particularly demanding for employees with children, single and childless workers are not immune to the negative consequences of such altered working conditions, as they may be at greatest risk of loneliness, a felt lack of purpose, and associated negative effects on well-being





# Main lesson from Covid-19 pandemic



- Most tasks can be accomplished remotely without significant drop in productivity





- The transition of tens of millions of people to remote work within one week led to amazing discoveries. The employee, it turns out, spends working time at home more efficiently. According to survey among 6,000 Australian workers (including 1,400 managers) who enforced to work from home because of Covid-19 pandemic during June and July of 2020, for over 50% managers productivity remains the same, while over one third of managers valued their teams as higher productive than in traditional office atmosphere. Teams are perceived as less productive by only 8.4% of managers.
- PwC survey has similar responses.





- According to aggregated meeting and email meta-data for 3,143,270 people working for 21,478 companies in 16 cities in Europe, the United States and Israel, the number of meetings attended by workers increased, on average, by 12.9% during lockdown, the average length of meetings fell by 20.1%, with the net effect being that people spent 11.5% less time in meetings, at the same time, the length of the average workday increased by 48.5 minutes.







- Over the last few months demand for remote working has experienced huge growth. Since the start of pandemic in LinkedIn platform the number of jobs that offer remote work has increased fourfold globally. Volume of job searches using “Remote” filter has gone up about 60%, while sharing Remote Job Applications has increased 2.5 times. These changes may be a sign of revolution in the way we work and may have long term impact on labor market



# Returning to the office won't be simple.



- An [IBM survey](#) found that of those currently working remotely, 80% would like to maintain to work away from the office at least occasionally, while 58% would like this to be their primary way of working. Of those individuals who are now working remotely full-time, only one in ten has desire to return to their workplace exclusively.
- But there is no compromise yet on the ideal balance of working days in the workplace vs. at home. Once pandemic fears recede, over half of workers (55 percent) would prefer to be remote at least three days a week. For their part, although most managers expect remote work opportunities, they are also concerned about the effects: 68% claim that a typical employee should be at least three days a week to maintain a distinctive company culture



# Uncharted waters for managers: new trends



- Daily experience of work is expected to change for those who are able to work from home. Without a doubt, there are advantages of social interactions and to creativity and innovation generated by working in group. To emerge benefits of home working and office work, a hybrid mode is likely be win-win where some portion of the week will involve working from home – from one to three days a week.
- In order to keep employees engaged and maintain high level while working remotely managers may have informal check-ins, extend innovation incentives, organize virtual team building activities, offer health club memberships.



# New trends: congratulation and appreciation of employee



- Use social media recognition and an online gift certificates, employee showcase via Facebook, recommendation via LinkedIn, recognition lunch from restaurant in employe`s neighborhood, open recognition during staff meetings.
- Measure performance on results of employee`s work rather than where or how the work is done. Make sure that future promotions possible to those with good performance whether office employee, hybrid or remote worker



# New trends: to have a little playfulness into workplace



- In order to make connections with team virtually more enjoying and bring some playfulness into the workday, opt-in meetings with no agenda, virtual charity event with team, injecting a little humor into meetings, virtual coffee dates can be organized







- With a drop in in-person connection, and an increase in online platform usage, the days of employees talk with someone in a lively and friendly way may be on the decline. The future of promotions looks to become more data centric, where the decision is based upon an array of qualitative metrics such as sales figures, year over year performance values, and customer service scores and reviews. We can also expect a rise in app and technology usage that evaluates employees' digital experiences. These additions will provide employers with a more collaborative and data measured sense of the value you are able to add, despite being remote





- To ensure employees stay productive and connected, new approaches are needed to find. Trade off between maximization of benefits of flexible working and overburden of work is also needed to take into account. To be able to manage those who work remotely, to recognize when they are not dealing with their job, feeling depression at work, and to partner up and innovate new products and services in a virtual environment, managers should be game changers who have social skills and emotional intelligence



# De-densification of offices: uncharted waters of management survey



As a PhD researcher I am studying remote workers and those whose working process constitutes a hybrid affair. This survey is mainly about new style of management. Expectations of employees from their managers is on the centre of my interest.

I would like to invite you to fill in a form.

Link : <https://forms.gle/xwYmK6iZ5pcn4ukDA>

Thank you for your contribution!

