



SPRINT: A framework for your future organisation

Produced by **People Insight**



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An agile approach to designing a future workplace where your people thrive and your organisation succeeds.

The events of 2020 have meant that changes to working practices that once might have taken years, were forced into the space of a few weeks. Whilst many of these changes were foreseeable (such as more flexible, remote and technology enabled working), what wasn't anticipated was the scale and speed that would be required, and the breadth of the issues involved.

Organisations needed to implement changes at pace, whilst delivering on a set of promises to engage and include their people within a healthy workplace culture. It was tough going, but our research showed that effective leaders supported rapid change and were also revelatory in many respects¹.

"Remaining visible as leaders to a suddenly dispersed workforce was key, and this was most typically achieved through weekly video updates"¹

"The pandemic has positively challenged the once feared principle of remote working and has proved that productivity can actually improve."

- Charity Client



The right mix for your organisation

It has become clear that many employees have enjoyed working from home and would like to retain some flexibility to continue to do so². However, on-boarding, coaching, creative collaboration and mental wellbeing for example, all continue to benefit from a degree of human, face to face interaction³.

“Leadership has a bit of an old mentality when they think everything should be back once the pandemic is over... It can't. We changed. We can't pretend everything is the same. They need to be more flexible about the working location (home) and working hours.”

- Events Client

“Not everyone has a home suitable as a working environment... It is the isolation and not being able to meet up with colleagues. I have always found our meetings a source of learning as well as exchanging ideas. I think it is really important to continue with these.”

- Medical Supplies

With this learning to hand, we are now working with our clients to help them reflect on the journey they and their people have been on, and to support them to create a workplace that is fit for the 'new' future, based on the perspectives and experiences of both leaders and employees.



SPRINT: Designing your future workplace

Our goal is to help you to design new ways of working that enable both your organisation and your people to succeed and thrive.

This process will involve reflecting on the lessons learnt from the recent past, listening to the new needs and aspirations of all your stakeholders⁴, and co-designing a future workplace that delivers on your organisational strategy and desired culture⁵.

The below components feed into our approach:

- ▶ **Lessons learnt from the recent past:** Stakeholder perceptions of notable successes and failures associated with recent workplace change/s.
- ▶ **Existing barriers and challenges:** Surrounding innovation, collaboration, recruitment, learning etc.
- ▶ **Your people's new needs and aspirations:** Working patterns, locations, technologies, support etc.
- ▶ **Your organisations' new needs and aspirations:** Behaviours, role adaptation, required skills etc.
- ▶ **Your desired culture:** The shape and type of employee experience that will be critical to your future success, including employee engagement, wellbeing and inclusion.

SPRINT: An agile 6-week methodology

When thinking through new ways of working, it is crucial to pool insights and ideas from a wide range of stakeholders, not only to get a broad and in-depth understanding of the “right” way of working for your organisation, but also to ensure everyone feels appropriately consulted and involved.

Our approach will be customised to suit you and your needs, however in general, we propose the following method:



Phase 1: **Week 1 - 2**
Vision and strategic alignment

► **Who you are and where you want to go:**

We will start by reviewing your organisation’s strategic direction and target culture, including what this means in terms of future employee experience.



Phase 2: **Week 3 - 4**
Lessons and aspirations (listening)

► **Qualitative and quantitative listening:**

Following this, we will combine feedback from all levels and parts of the organisation to identify lessons from recent workplace changes, and how aspirations for the future workplace are now framed. This will include a selection of stakeholder interviews, a series of employee and manager focus groups, employee ideation workshops, and a short online employee survey to ensure an adequate range of perspectives.



Phase 3: **Week 5 - 6**
Executive presentation with recommendations

Our team of Organisational Psychologists will then provide both a detailed analysis of the findings as well as an Executive summary insight feedback presentation, supporting you to design a best fit future workplace.

Your “new” future

SPRINT: Future of work reset

The process will take an average of 6 weeks. This will be achieved through our SPRINT methodology, which allows us to work with you in an agile way, while still doing the heavy lifting.





SPRINT: Delivering insights that drive your organisation forward

Combining a year's worth of pandemic employee survey data along with the expertise of our organisational psychologists, People Insight have developed a set of themes and questions in line with the PEARL engagement framework, to be answered through the SPRINT approach. We'll include additional questions that emerge from the feedback in Phase 1:

▶ Purpose

- How can we ensure employees remain connected to the organisational purpose?
- How can we create and maintain a sense of belonging both for new and long-term employees?
- How do we maintain our desired culture?

▶ Enablement

- How can our technologies evolve to better support future working?
- How can we prevent silos from re-emerging and ensure colleagues are able to continue working well together?
- What is the future role of shared workspaces (such as offices)?

▶ Autonomy

- How do we enhance innovation and ensure new ideas are not missed?
- How do we help employees maintain good wellbeing and prevent feelings of isolation and loneliness?
- What flexible working arrangements would work for us and our employees?

▶ Reward

- How do we ensure all employees continue to learn and develop?
- How do we best recognise good performance?

▶ Leadership

- How should leaders maintain their visibility and approachability?
- How do leadership styles need to flex to new ways of working?
- How can managers overcome the challenges they face in the new world of work?

SPRINT will provide you with the insights and evidence to transition your organisation's future of work.

It is crucial that organisations act now in reviewing current ways of working and start the process of designing a future workplace that delivers on your organisational strategy and desired culture.

Whether you have ambitious changes in mind, or even if you're not quite sure what changes are needed, you can be confident that our approach will empower you to go from *thinking* to *change*.

References

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5. <https://www.mckinsey.com/featured-insights/future-of-work/whats-next-for-remote-work-an-analysis-of-2000-tasks-800-jobs-and-nine-countries>

To find out how we can help you give every employee a voice and transform feedback into changes that galvanise your organisation, contact us at:

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