



## **Smarter Working Remobilisation Planning**

## **Journey4 in partnership with Natural Risk**



## Smarter Working

The Coronavirus epidemic has forced companies to operate differently under the strict lockdown measures and after more than 12 weeks operating under these unprecedented conditions, UK business has learnt to adapt and change their business models. As businesses prepare for a relaxation in lockdown restrictions and consider new ways of managing the process of work, we want to help organisations prepare for the best way to reinstate efficient and manageable working practices within which employees feel they can be effective, connected and motivated.

We believe the learnings from this period can be used to help organisations transform future business models and harness some of the benefits of increased productivity, improved communication and enhanced employee well-being experienced through working from home. At the same time, we also need to address those things that haven't worked so well, such as social interaction, feelings of isolation and some of the practical and technical issues of working remotely and using a domestic space for work.

Journey4 ran a series of workshops on the theme of 'Smarter Working' during and after the lockdown period which involved representatives from 20 different businesses across 13 sectors. This process identified some key considerations for business leaders:

- One of the key findings of our 'Smarter Working' workshops is that everyone's personal circumstances are different and that, therefore, businesses will need to adopt an employee-driven approach, rather than implementing one-size-fits-all solutions from the top down
- Leaders will need to understand individual needs and circumstances and find flexible solutions that work for different segments of the employee population to maintain an engaged and productive workforce. The 'Smarter Working' sessions identified that there are a lot of complex, interconnected issues to be considered by business leaders and these would benefit from being evaluated on a structured basis
- The best ideas about effective working arrangements often come from the employees themselves and therefore business leaders should have the confidence to ask their colleagues what they think will work best. This will also demonstrate to employees that they have a voice and are trusted to put forward their ideas
- Rather than think that it is the role of business leaders to solve our colleagues working from home problems, we should allow a process to develop where leaders can discover what colleagues have found to be the best and worst aspects of working from home: how it has impacted their mental health; patterns of work and productivity; feelings of isolation; and being disconnected from their workmates. We also need to understand what successful coping mechanisms have been deployed and what employees feel is the best way to manage such working practices over the longer term.



## Re-Mobilisation Planning

We understand that businesses will need to partly or fully re-mobilise operations post lockdown carefully as there could be risks to business performance if this isn't planned and delivered successfully. Businesses will also want to ensure that they review their processes to prepare for future risks from such extreme events as Covid-19.

To help business leaders address the key considerations highlighted above and ensure they have robust and effective plans in place to manage the transition to the new ways of working, we have developed a Re-Mobilisation Planning service that includes the following components:

- Vision and strategy review – reiterate the business vision and strategy, or modify it in light of the Covid-19 impact, to give people a clear sense of purpose to focus on throughout the transition and beyond
- Risk management and business resilience/ continuity planning – assess the rigor of existing risk management processes and business resilience / continuity plans to see how they performed and identify if they need to be improved
- People, Engagement and Culture audit – a qualitative assessment to review the main People, Engagement and Cultural components and address the following questions: how did the leadership perform; how did people react; how do employees feel about the business now; and what do leaders could do to maintain / rebuild engagement and a (more) positive culture learning from these lessons?
- Re-mobilisation planning – programme management to properly plan and execute the re-mobilisation process to ensure a smooth transition that keeps employees focused and motivated

## Implementation

Journey4 and The Natural Risk Company have an established partnership and have developed this service collaboratively, which we will deliver jointly.

During the development process we have facilitated numerous online discussions on Teams and Zoom, involving individuals and groups of up to 20 people, to test out the delivery of such services virtually. We have also continued to work with existing clients using the same technology and now have three months experience of working fully online. We are confident that all our services can be delivered online as effectively as they can be delivered face to face.

The Re-Mobilisation Planning service, which comprises existing services that we have delivered over many years, includes the following:



- Vision and strategy review:
  - Leadership team interviews, (one-hour individual interviews)
  - Online workshop, (half-day workshop)
  - Recommendations on how the vision and strategy should be presented and communicated
  
- Risk management and business resilience/ continuity planning:
  - Review of Risk Register
  - Review of Risk Management Methodology
  - Online discussions with selected individuals / teams to assess if such a risk had been identified and resilience / mitigation plans put in place and, if so, how effective they were
  - Summary of the lessons that have been learnt and which types of (new or old) risk now need to be planned for
  - Recommendations on how risk can be better mitigated and managed
  
- People, Engagement and Culture audit:
  - Review of available quantitative data, (employee data and survey outputs)
  - Individual interviews with selected key individuals to assess the employee response to the Covid-19 impact
  - Online workshop, to include representation from all levels of the organisation, to review quantitative data and qualitatively assess how people feel the leadership managed the impact and what effect that has had on the organisational culture
  - Recommendations on what leaders could do to maintain / rebuild engagement and a (more) positive culture
  
- Re-mobilisation planning:
  - Initial online workshop to review the outputs from each of the above assessments and map out a re-mobilisation plan
  - Second online workshop to finalise the plan and agree the governance process, key milestones, actions and owners
  - Recommendations on how the re-mobilisation plan should be implemented and managed



## Smarter Working Toolkit

The Re-Mobilisation Planning service is one of a number of tools we deliver to help business leaders manage the transition to the new ways of working:

1. Vision and Strategy review
2. Employee engagement workshops
3. Employee engagement tools
4. Target operating model development
5. Re-mobilisation planning
6. Policies and procedure updates
7. Productivity reviews
8. Technology and training
9. Assessment / diagnostic tools

## About Us

Journey4 is a customer driven growth and business transformation consultancy that helps businesses achieve their potential, meet customers' expectations and gain an advantage over competitors. We engage key stakeholders and motivate people to implement effective change and deliver long-term profitable growth. Our unique growth and transformation framework, known as the 4E's, defines and guides the delivery of our services and underpins our operating philosophy.

For more information, visit [www.journey4.co.uk](http://www.journey4.co.uk) or contact [jonathan.booth@journey4.co.uk](mailto:jonathan.booth@journey4.co.uk)

The Natural Risk Company provides expert risk management support based on direct experience. More than ever all organisations are facing challenges of governance, risk, control and assurance and we remain focused on practical outcomes drawn from working collaboratively with a wide range of clients. For more information, visit [www.naturalrisk.co.uk](http://www.naturalrisk.co.uk) or contact [steve.white@naturalrisk.co.uk](mailto:steve.white@naturalrisk.co.uk)