

**Filene** Research Institute 

**THE FUTURE OF WORK IN  
THE SHADOW OF COVID-19**

FEBRUARY 25, 2021

WELCOME

# TODAY'S AGENDA

## Introduction

### Drop Your Tools! Leadership During Uncertain Times

## Shifts & Disruptions

- Workplace
- Workers

## Opportunities

- Building effective teams
- People analytics
- Leadership

YOUR HOST

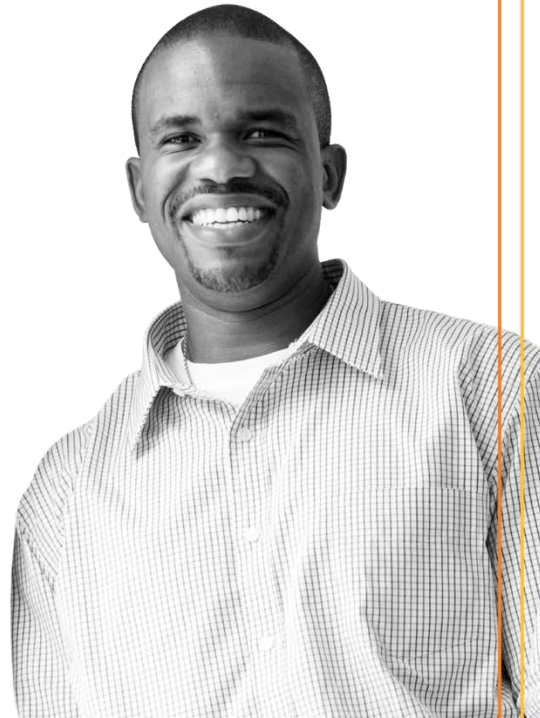


## TAYLOR C. NELMS

Senior Director, Research  
Filene Research Institute

WELCOME

# INTRODUCTION



## DR. SEKOU BERMISS

Associate Professor,  
Kenan-Flagler Business School  
at the University of North Carolina  
at Chapel Hill

The background features a vibrant orange color with a radial pattern of thin lines emanating from the center. Several rectangular shapes, some solid and some outlined, are scattered across the frame, creating a dynamic, abstract composition.

**DROP YOUR TOOLS!  
LEADERSHIP DURING UNCERTAIN TIMES**

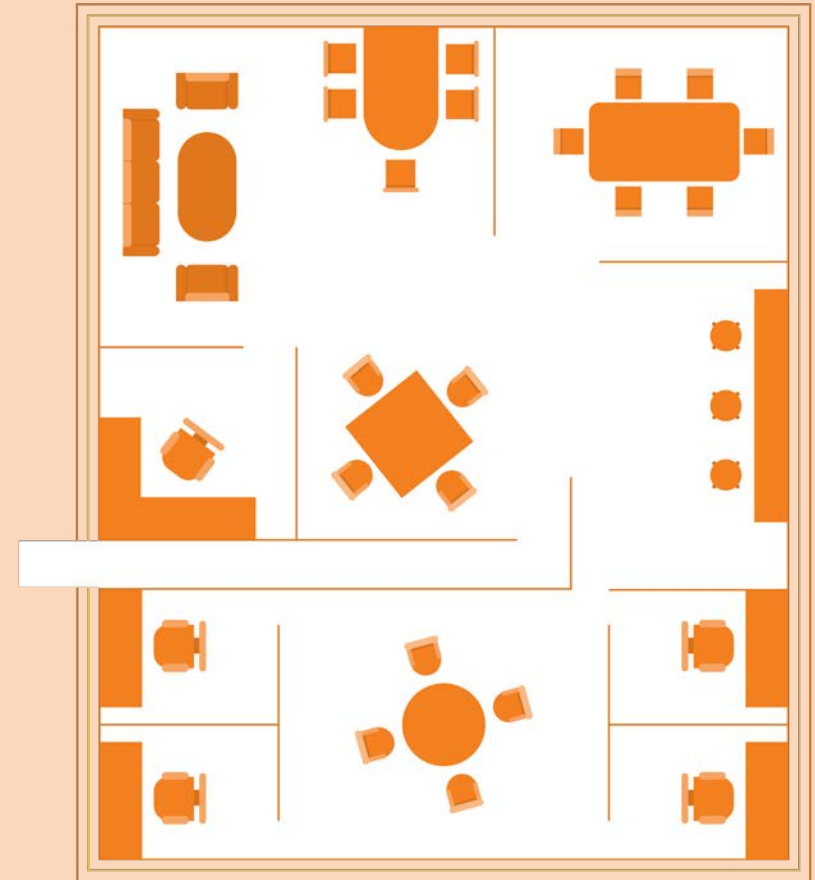
The background features a vibrant orange and red color palette. A central point from which numerous thin, light-colored lines radiate outwards, creating a sunburst or starburst effect. Overlaid on this are several rectangular shapes of varying sizes and orientations, some filled with a darker red or orange hue, while others are outlined in a lighter shade. The overall composition is dynamic and abstract.

# SHIFTS & DISRUPTIONS

# WORKPLACE

## Workplace Design

- Workplace **variety** is associated with higher employee satisfaction
- **Reduce assigned workspaces** and provide more unassigned, single-user workspaces for drop-in use
- Provide spaces that **support activities that are challenging to execute at home**
- Spaces for **collaboration and group work** are important



# WORKPLACE

## Remote Work: Planning for an Uncertain Future

- Hybrid work arrangements are most likely in the near future<sup>1</sup>
- Maintain culture and engagement
- Understand differences across team members
- Overcommunicate
- Manage synchronous and asynchronous time
- Establish and nurture trust

<sup>1</sup>Source: <https://www.pwc.com/us/en/library/covid-19/us-remote-work-survey.html>



# WORKERS

## Attracting Staff

- Improve the hiring process
- Signal growth opportunities
- Signal community impact
- Expand the applicant pool
- Hiring for remote positions





# WORKERS

## Retaining Staff

- Revisit job descriptions
- Revisit benefits offerings<sup>1</sup>
- Create more equitable outcomes
- Facilitate work/personal balance; address burnout
- Realign corporate social responsibility efforts



<sup>1</sup>Source: <https://www.americanbanker.com/creditunions/news/credit-unions-altering-perks-and-policies-to-respond-to-staff-under-stress>

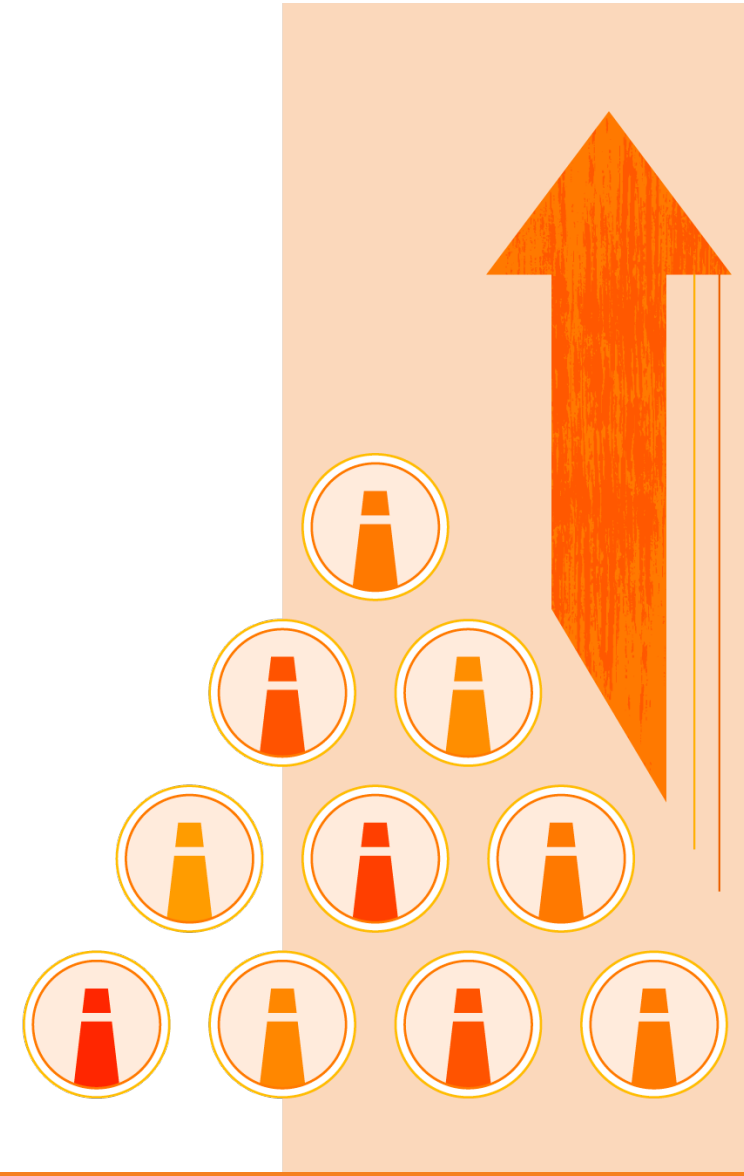
**OPPORTUNITIES**

OPPORTUNITIES

# BUILDING EFFECTIVE TEAMS

## Key Elements

- Respectful interaction
- Effective communication (in a remote environment)
- Psychological safety
- Structure and clarity
- Meaning
- Impact

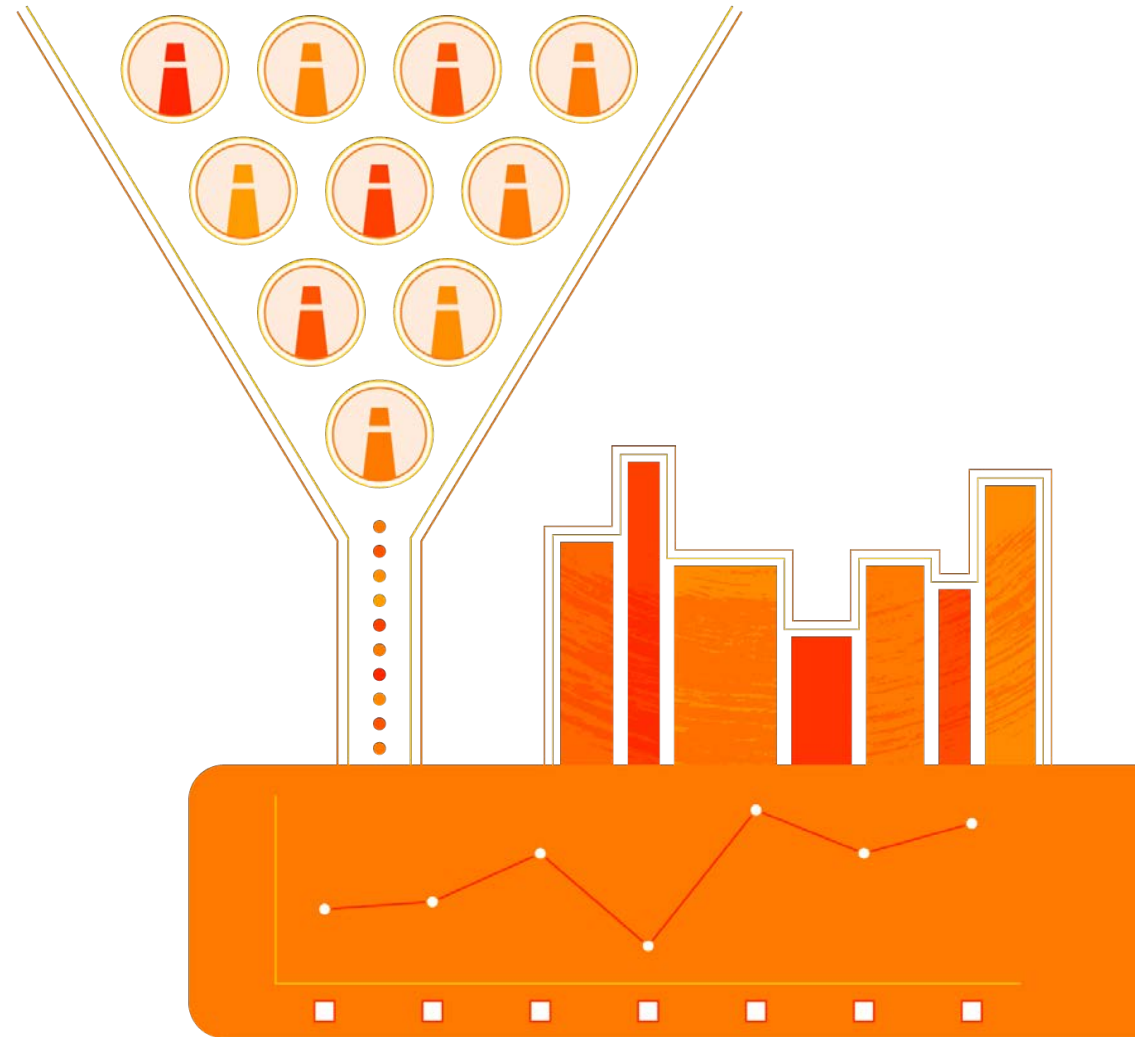


OPPORTUNITIES

# PEOPLE ANALYTICS

## Using Analytics

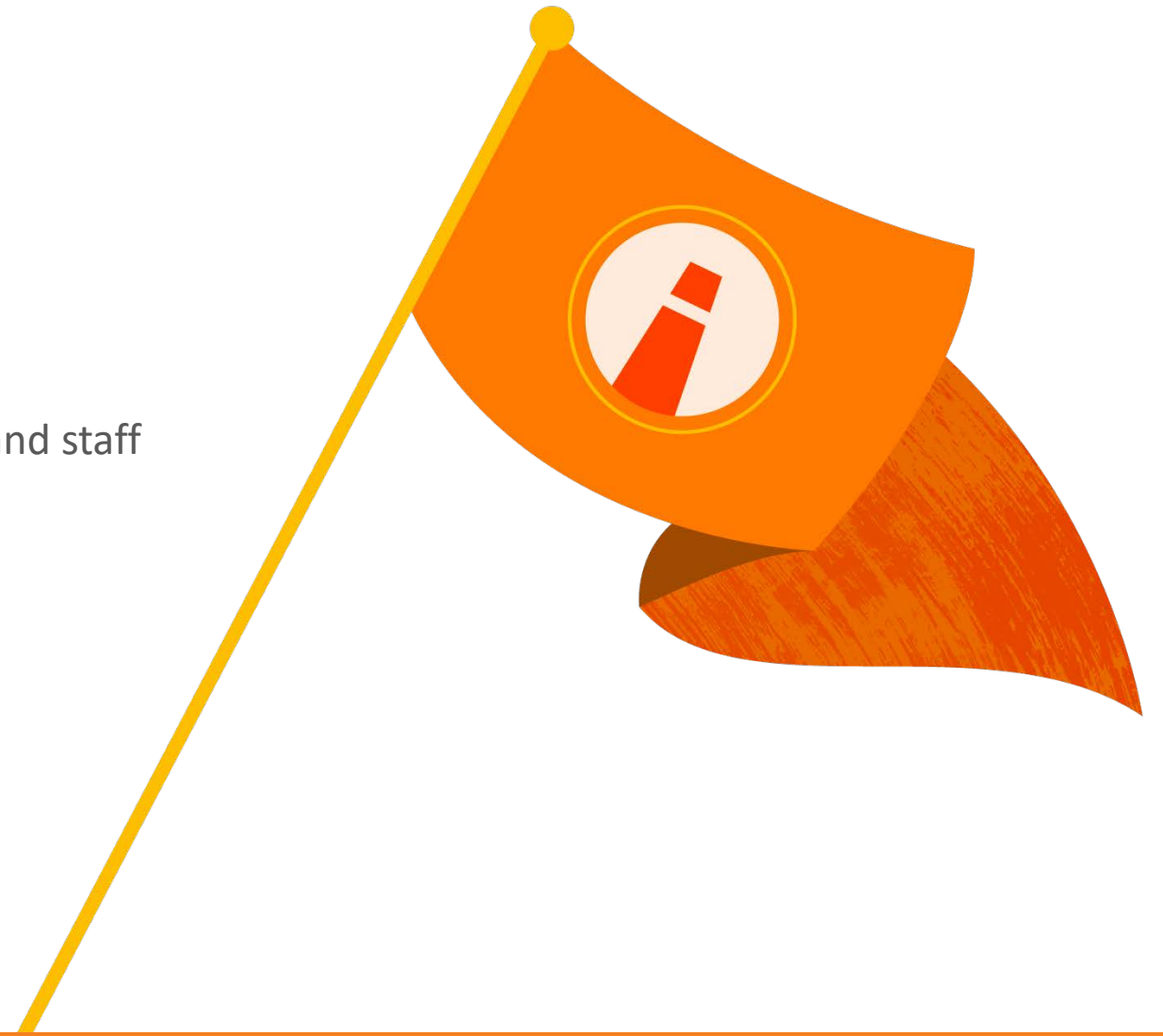
- Identify unobtrusive measures
- Adapt surveys
  - Example: use conjoint analysis to review benefits preferences



# LEADERSHIP

## Key Elements

- Embrace improvisation
- Embrace an analytics mindset
  - Collect and make use of data to better understand staff
- Focus more on engagement vs. retention
- Adopt an attitude of wisdom





THANK YOU

## ACKNOWLEDGMENTS

Filene thanks VISA, the Center of Excellence for War for Talent, and our members for making this webinar possible.



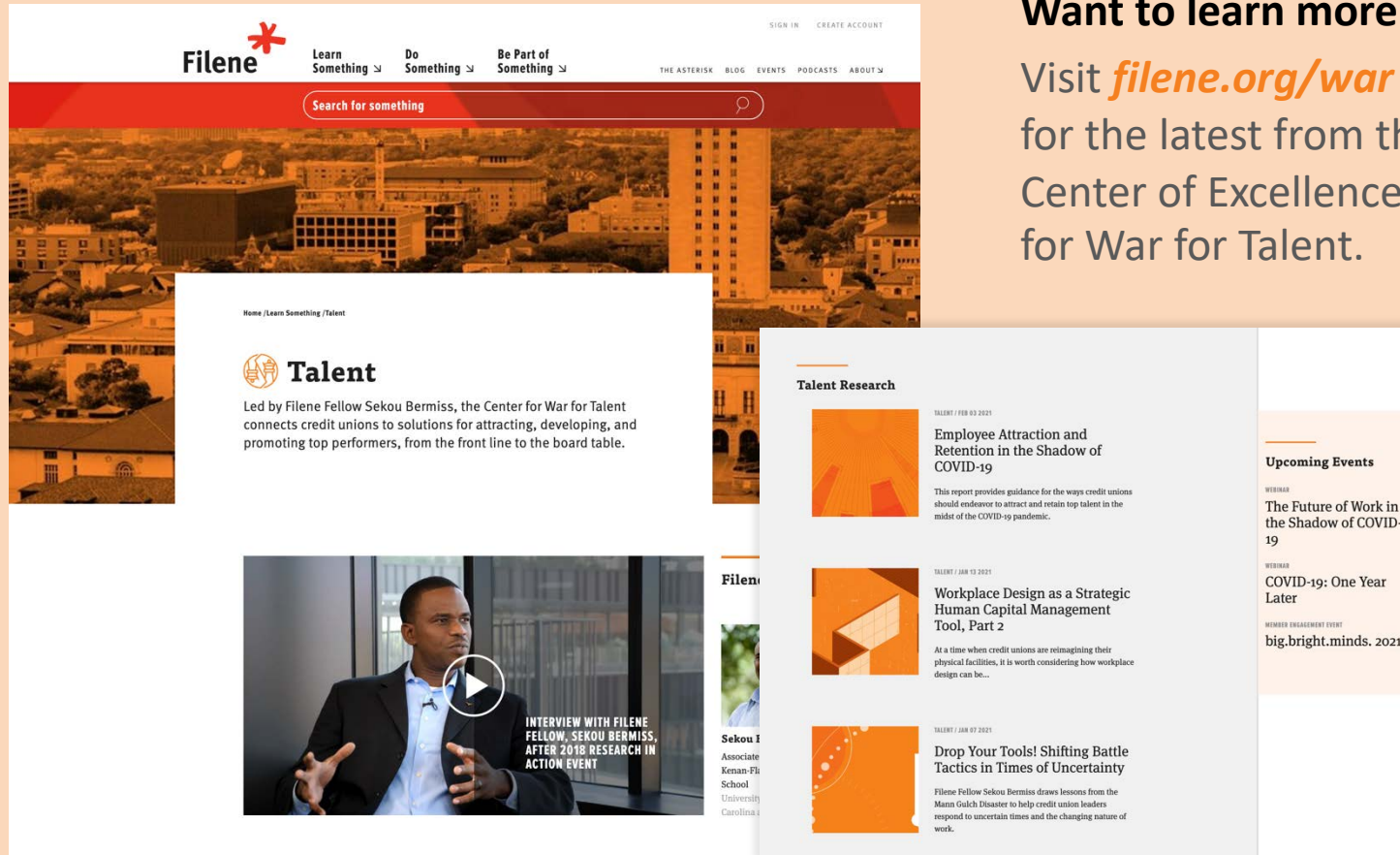
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1010 E Washington Ave – Suite 306 | Madison, WI 53703

Filene Research Institute \*

WANT MORE?

# DIVE DEEPER



The screenshot shows the Filene website interface. At the top, there is a navigation bar with the Filene logo, menu items like 'Learn Something', 'Do Something', and 'Be Part of Something', and links for 'SIGN IN' and 'CREATE ACCOUNT'. Below the navigation is a search bar with the placeholder text 'Search for something'. The main content area features a large background image of a cityscape. On the left, there is a 'Talent' section with a sub-header 'Talent' and a brief description: 'Led by Filene Fellow Sekou Bermiss, the Center for War for Talent connects credit unions to solutions for attracting, developing, and promoting top performers, from the front line to the board table.' Below this is a video player with a play button and the text 'INTERVIEW WITH FILENE FELLOW, SEKOU BERMISS, AFTER 2018 RESEARCH IN ACTION EVENT'. To the right of the video is a 'Talent Research' section with three articles:

- Employee Attraction and Retention in the Shadow of COVID-19** (Feb 03 2021): This report provides guidance for the ways credit unions should endeavor to attract and retain top talent in the midst of the COVID-19 pandemic.
- Workplace Design as a Strategic Human Capital Management Tool, Part 2** (Jan 12 2021): At a time when credit unions are reimagining their physical facilities, it is worth considering how workplace design can be...
- Drop Your Tools! Shifting Battle Tactics in Times of Uncertainty** (Jan 07 2021): Filene Fellow Sekou Bermiss draws lessons from the Mann Gulch Disaster to help credit union leaders respond to uncertain times and the changing nature of work.

On the far right, there is an 'Upcoming Events' section with two items:

- The Future of Work in the Shadow of COVID-19** (Webinar)
- COVID-19: One Year Later** (Member Engagement Event, big.bright.minds. 2021)

Want to learn more?

Visit [filene.org/war](https://filene.org/war) for the latest from the Center of Excellence for War for Talent.

Have questions or comments about today's presentation?

Contact Filene's Senior Director of Research.

**TAYLOR C. NELMS**  
[taylorl@filene.org](mailto:taylorl@filene.org)

