Getting Future Fit

There's a lot of understandable concern among business leaders about what new ways of working mean in reality for their organisations and their people. But there's also a MASSIVE opportunity. No matter the size of your organisation, this framework outlines the practical things you need to think about to ensure that you're Future Fit.

What

The foundational activities you should be doing to plan and transition to your new work model

1 — Create a compelling vision

- **Consider what you want your future work model to be** – set out the hypothesis of what you want it to look like
- **Include the core principles**, plans and assumptions
- **Consider the overall business case for change** (both organisation and employee)
- **Engage early** with existing property, technology and business change teams and plans.
- **Size the change programme** – will this be a low-key return to office transition or a significant change to your future work model, ways of working and culture
- **Set up** cross functional group and establish governance structure

High level transition strategy	Business case for change
Your Future Work model vision and story	

2 — Mark out the pitch

- **Conduct work model and/or role/persona scenario analysis** to inform new work model design. Use this an early engagement and co-creation exercise for your managers on the work model design
- **Agree on the work model** transition strategy, implications, priorities, scope, workstreams and key policy areas for design/reform – consider the short v medium-term 'battles'
- **Flesh out** business case and local impact
- **Agree** on transition and rollout approach and timing
- **Write clear, relevant and human polices** to support and facilitate vs police. Use as an opportunity to signal future
- **Prioritise enabling areas** of HR and culture engagement

Agreed future work model	Transition strategy & plan
Work model scenario analysis	

3 — Engage, enable & empower teams

- **Develop and initiate roadmap** and rollout plan to transition to the new work model and WoW
- **Design management 'playbook'** for the transition
- **Prioritise**, design, integrate, sequence and prototype
- **Integrate** with other transformation planning and delivery plans including property and technology.
- **Execute phased rollout and plan.** Maintain an agile, iterative and learning approach throughout transition process (leaders, teams, individuals)
- **Conduct the change and transition** programme with your future culture and people strategy in mind. Start as you mean to continue. Further change should be expected.

Transition Playbook	Leader & Employee Enablement
Measurement, Learning & Feedback loop	

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1 Create a compelling vision

Create a compelling story for your future – something your people will want to be a part of.

2 Mark out the pitch

Test the options, set expectations and build a strong foundation.

3 Engage, enable & empower teams

Transition to the new model by giving your people **the tools, skills & confidence to perform and learn as a team.**

How

Set your programme up for success by considering how you involve, enable and engage your people

1

- **Give your people a sense of purpose**, ownership and a compelling vision of your future organisation
- **Get your people pulling in the same direction**, reinforce the feeling of 'team' and co-creation
- **Use language that connects** – tell your story in a way that captures minds AND hearts
- **Engage your exec and people leaders early** – they are key to success and need time to prepare
- **Keep people involved, updated and engaged** – consider them as part of the solution, NOT a problem to be worked around.
- **Agree on your employee engagement and involvement strategy** and enable leaders to deliver it. Allow time for people to process the implications and work ahead.

2

- **Provide freedom in a flexible framework** – we don't know the answers so try and build a fluid plan
- **Create a communications and change strategy** and plan that mirrors the iterative nature of the challenge
- **Be honest in your communications** – 'there will be some trial and error' but built on a clear purpose and principles
- **Engage staff** in considering and harvesting key 'Covid learnings' and your priorities for the new work model
- **When setting expectations** consider, 'what you can expect of us' as well as 'what we expect of you'
- **Clear objective setting**, messaging and cascading
- **Invite engagement** with premises being repurposed as flexible workspaces – designed for activity-based working
- **Consider innovative comms** and engagement approach, practices and tools as a sign of things to come

3

- **Don't prescribe** but empower teams. Encourage and facilitate peer learning
- **Skill up** on personal, team and leadership agility principles and practices
- **Focus on employee and management engagement and communications** – share stories of where it's working (and where it isn't!)
- **Provide** advice, mentoring, training, tools, mental health support and opportunities to connect
- **Include a strong focus** on performance expectations, outcomes and accountability – leader and team – and on under-performance. How will this be done effectively and fairly in the hybrid world ?
- **Reward and recognise** achievements and communicate successes

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4 Maintain momentum

Keep playing, don't lose focus. Continue to experiment - review, learn, replicate and deploy.

Programme reviews	Share lessons learned
Nurture a feedback culture	

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Inspiring Change helps organisations connect with their people through a focus on strong internal comms, engagement and leadership.

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WorkMatters

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Keep communicating This is not a 'once and done'. You'll need to continue to communicate with and listen to your people, with a human and compelling internal comms strategy that supports your journey.

Consider your sustainability, resilience & wellbeing agendas This change in work practices could be as draining and challenging for people as the last 12 months have been. Continue to think about how this new work model can improve employee wellbeing and act as a catalyst for your business strategy, sustainability strategy and ESG goals.