A guide to making remote working really work for your business

By Ursula Tavender
and Liese Lord

BETTER IS POSSIBLE

THE FLEXIBLE WORKING PEOPLE

Introduction

These are crazy times. Right?

The current Coronavirus situation is changing multiple times a day. Businesses across the UK are preparing for we-don't-quite-know-what. It's unsettling, to put it mildly. We've never been here before.

We'd urge you to see these unique circumstances as an opportunity. As a catalyst for change, and to experience for yourself the widespread benefits remote working can bring to both a business and its people.

The time is NOW.

You've seen the studies that show candidates are opting to apply and pursue opportunities with companies openly promoting the fact they're happy to make work work for their people – and that they'd choose flexibility over pay any day of the week.

You've heard countless times that organisations that fail to embrace the future of work risk not only getting left behind but becoming obsolete altogether.

This is the opportunity to make bold decisions and trial new ways of working.

To test, to learn and to adapt. To embrace new communication and collaboration tools so your teams can operate better and be better.

To take the upheaval and uncertainty of something like Coronavirus and transform it into a new, futureproof start for your business.

This guide has been put together to show you the bones of how a business can quickly move to remote working and build a high-performing culture based on exceptional communication, trust and engagement.

For broader context, we've included the model we use with clients that includes the key components of a successful flexible working culture. We've considered what our top advice would be for leaders, for managers and for employees and we've pulled it all together here, along with an introduction to some of the most effective tools we use.

We hope you find it useful. But of course we know that a single PDF isn't going to give you everything you need, so we've designed new ways to work with us in response to this rapidly-changing situation so we can share our extensive expertise with you and your teams if you need more. There's a summary at the end of this guide.

Before we get on with the guide, there's just one more thing to say: **If there's fear around how it will work, persistent bias and/or trust and communication challenges…….THESE ARE PRACTICALLY UNIVERSAL. If you're experiencing these in your business – know that you're not alone.** They are also natural – this is change and we often resist change. Until we have to! There's much you can do both in the short and long-term to
address these challenges and create a successful remote working culture that lasts long beyond this extraordinary situation.

Let's get started.

Ursula and Liese

About Us

Ursula Tavender

CEO, speaker, consultant and activist

I'm Ursula Tavender, creator of the Taking Care of Business consultancy.
I help businesses increase support, inclusion, flexibility and progression opportunities
so they can attract and retain talented people from all walks of life.

I consult with companies of all sizes both in person and remotely, helping them design solutions that enhance inclusion, increase productivity and retention, reduce costs and promote diversity within a workforce.

I founded Taking Care of Business because I found it almost impossible to combine my career with parenting in a way that worked for my family, and I'm passionate about being part of the solution to the issues faced by people who love their career and want to combine it with their unique personal circumstances more successfully. I work with a team of brilliant, talented and highly experienced associates who share the same passions and sense of purpose.

I work to promote solutions that accelerate female career development and close our gender pay gap. I am privileged to speak regularly on these topics and participate in a number of government forums to help shape the future of work.

I love what I do and have a lot of fun working with businesses to create a conscious culture that bridges the gaps that exist in communication, awareness, support and flexibility for employees, which brings untold benefits to the entire workforce.

About Us

Liese Lord

CEO, speaker, coach and consultant

I'm Liese Lord, founder of The Lightbulb Tree®. I help businesses visualise, create and evolve their workplace cultures and behaviours based on foundations of flexible, agile working, wellbeing, engagement, diversity & inclusion to increase the attraction, growth and retention of talented people.

I offer both consultancy and coaching to businesses – remotely and in person – to help define which elements of the flexible working spectrum could work for that business and make it happen. There's usually a catalyst – cost savings, engagement or wellbeing programmes, desire to attract or retain great people for example – and ultimately it comes down to creating a way of work that enables people to maximise their careers without minimising their life and help businesses thrive in today's world.

I founded The Lightbulb Tree after leaving my senior HR corporate life in early 2016 where I had created and worked within flexible and agile working cultures. I realised that there were many organisations yet to embrace truly flexible ways of working – that work for all – and I started on my mission to change the way of work for the better for all.

I coach leaders and emerging leaders to stretch their thinking, be brave & inclusive and focus on creating impactful and positive change, cultures where their people thrive and become role models for the future. My #flexforall focus encompasses helping close the gender pay gap, create more inclusive leaderships cultures and enable societal changes to be reflected in the workplace and I enjoy speaking on these topics as well as contributing to forums and campaigns helping to change the way of work.

I have been fortunate and privileged to work with many organisations of varying sizes and love being able to help so many people create a future of work that works for them and their organisation, based on trust, outcomes and being at your best.

The FLEXIBLE Model™

Over a number of years working with a diverse mix of clients across a range of industries, we've observed the critical components that - when underpinned by great policy - must be present for a new way to become possible and for a culture of flexibility to become truly embedded.

Through our extensive work and understanding of the latest thinking and research in this area, we've developed a model using an acronym of the word FLEXIBLE that identifies in practical terms exactly how an organisation can create a long-lasting shift in the way its people work.

F Foundations built on trust

L Leadership commitment

E Everyone in this together

X X-ray vision through the business

I Infrastructure

B Better, braver, bolder recruitment

L Living and breathing a new way

E Exceptional communication

F Foundations built on trust

So often and for so many, trust must be earned. Only then, when someone has proved they can be trusted, can they earn the right to work more flexibly. For flexible working to become successful in any company, trust must exist by default, be extended not earned – and this can often be a seismic shift.

We support companies to move in the direction of a culture of trust, gently and compassionately helping colleagues at all levels understand the anatomy of trust and what it means to them with clarity and equipping them tools so they can communicate more effectively when intentionally building trusting relationships with their teams.

L Leadership commitment

When a leadership team demonstrates a powerful combination of tangible commitment to building a truly flexible inclusive working culture along with exceptional focus on communication and engagement, a kind of magic happens.

When employees have clarity of direction and role modelling from the top and are supported to understand why flexible working matters and the extraordinary positive impact it can have on their lives and business performance, change happens faster and more smoothly.

We work with leaders to develop a strategic, sustainable approach to flexibility that reflects the wider business goals and capitalises on their crucial role in creating a new culture. Leaders who will walk their talk.

E   Everyone in this together

Having policies for flexible and remote working and/or guidance for informal flexibility is a brilliant start. Policies will be your backbone, provide guidance, not constraints enabling flexible to be flexible. Building on that by supporting teams to establish their own micro-cultures for flexible working ensures that everyone has the opportunity to identify what flexibility means for them and how they can work collaboratively to make it a reality, in the context of each role and what the team needs to deliver.

Sometimes resistant mindsets, fears and bias can mean that people feel as though flexible working either isn't for them or doesn't really work. One of the greatest privileges of our work is to facilitate open, safe conversations with teams that uncover and gently overcome potential barriers to more flexibility – crossing the unknown safely - before helping them to design a team charter for flexible working that every team member contributes to and owns.

X   X-ray vision through the business

When people can see what's possible, it inspires them to make changes happen for themselves, too. Role modelling is an extraordinarily powerful catalyst for flexible working; and this aspect of the model is about helping companies to make sure there are visible role models openly working flexibly in as many different ways as possible at all levels of an organisation.

We work with these role models, who effectively become internal champions (and – crucially – allies), to amplify their voices as they share how they work and what a difference it makes to them and the business. The result of this approach is that more employees feel psychologically safe to think creatively about whether their working pattern is allowing them to deliver their best work, and to work with their managers and teams to make adaptations when that feels right. Role models create bravery to try something new, to learn and evolve.

I   Infrastructure

When people have access to the right technology, tools, workspaces and locations, they perform better, deliver more and become happier. Every business has unique infrastructure needs for flexible working, so this is aspect is about making sure teams have everything they need to make it truly work.

So often we're told that simple infrastructure challenges can prevent more flexibility; when in reality there has never been a better or more exciting time to embrace new technologies, collaboration tools or innovative workspace solutions.

B   Better, braver, bolder recruitment

For many demographics of the UK population, if a recruitment process doesn't invite a conversation about a possibility of flexible working they are effectively excluded from the outset. People need flexibility for a multitude of reasons – whether that's to help them feel able to incorporate passions outside of work into their daily lives, because they live with a health condition or disability, have caring responsibilities or live further away from a job opportunity than a comfortable daily commute allows.

Candidate demand shows convincingly that flexible working is expected by the majority of jobseekers and will be prioritised over other decision factors such as pay, for example – so in the ever-intensifying competition for talent, making better, braver and bolder recruitment decisions is a must for any business.

We help clients by working with hiring managers to identify and overcome bias, play with job design, language used in job descriptions and conduct low-risk experiments with ways to make the entire recruitment process more inclusive. We also encourage a 'no reason necessary' approach to flexible working.

L   Living and breathing a new way of work

Support for leaders and managers to transform flexible working in all its forms from concept into reality is the lynchpin of any new flexibility culture. This support can come in many forms, such as toolkits, events, internal communications, story telling, training and coaching, for example – all with the sole purpose of bringing policy to life and igniting passion and energy for a new way of work that everyone can live and breathe.

People need answers to the questions that may hold them back from trying new things: Why are we doing this? How do we manage it? How do we measure whether it's working? What if everyone wants the same thing? What happens when something goes wrong? How do we trust that people are doing what they need to? How can we share what's working now? If people can visualise the future they can imagine living it.

E   Exceptional communication and connection

Every company with a great flexible working culture demonstrates a strong ongoing commitment to communication – in all its forms. Internal communications, publications, forums, networks and events should regularly give focus to sharing examples of people working flexibly at all levels and for many different reasons and give time and space to the new culture.

External communications should let consumers, clients, stakeholders and candidates know about the journey the business is taking – to secure its future and celebrate progress and innovation.

Colleagues should be given time, support and coaching to communicate better, more openly and engage in tough, courageous conversations.

courage is contagious.

BRENE BROWN

Making remote working work: Useful resources

There's plenty of amazing information and guidance about the logistical, technological infrastructure and policy aspects of implementing emergency homeworking already available.

We've pulled together a list of resources we think are really useful and will be incredibly valuable to any business considering its options in respect of emergency homeworking.

So as not to re-invent the wheel here by going over these aspects and to draw on our expertise in the best way possible, we've focused our energies in this guide on helping companies understand the cultural and people side of this vast topic.

Keep reading to find out the critical actions leaders and managers must take to make remote working really work (plus some really useful tools they can deploy!) as well as our key pieces of advice to help employees work successfully at home during this crisis and beyond.

- **Advice from central government**
- **Advice from the CIPD**
- **Advice from ACAS**
- **Advice from the IoD**
- **Advice from the IoD on business resilience**
- **Advice for small businesses**
- **Free download of a homeworking policy template by Daniel Barnett**
- **Article on leading remote teams**
- **Article on responding in the event of a pandemic**
- **Article on remote working and what NOT to do**

Making remote working work:
A guide to the essential action leaders should take

Decide what's critical for business continuity today.

This isn't business as normal. We can't simply send our people home and expect that they'll deliver exactly the same outcomes in exactly the same way as if they were doing their job normally. Create guidance for managers to help them decide what's critical for business continuity so they can work with their people to prioritise workloads and make sure that the fundamentals still happen.

Know that one size does not fit all.

The most successful flexible working cultures are created at a micro level, taking into consideration the different needs of each role and the team it serves. Notevery role can be done remotely, of course – but in many cases aspects of a job can be adapted so that operations can continue. Provide a company-wide framework for your managers and their teams to interpret and adapt, trusting and empowering them to decide on the best approach for them during this unpredictable time. For those within roles where remote working isn't possible, make alternative contingency plans and communicate those clearly so everyone knows where they stand and remains engaged.

Allay fears through clear, quick and regular communication.

In this type of situation, where media coverage and social media activity can create an atmosphere of fear, uncertainty and panic, it's critical for businesses to respond with clarity and reassurance, and to allay fears in a pragmatic and compassionate way. Where possible we'd recommend setting the tone by encouraging very senior leaders to make announcements of remote working arrangements. These announcements should always clearly communicate the purpose behind the action and link to your organisation's values where relevant. Reinforce the message that the current measures are temporary and that you intend to work collaboratively with your people to make sure the situation is managed as healthily as possible. Use this is an opportunity to unite your people and to demonstrate that they're in safe hands with your as their employer, that you care deeply about them and will support them through this situation.

Pre-empt the key questions you'll need to answer.

Once a decision is made to move to encouraging or mandating employees whose jobs allow remote working to do so, think about the questions managers and employees might have and use regular communications across a variety of channels to answer them:

- Why are we doing this?
- How do we manage it?
- How do we measure whether it's working?
- What happens if something goes wrong?

- How do we trust that people are doing what they need to?
- How can we share what's working and what isn't?
- Where can I get help?

Make sure policy and guidance is up to scratch.

Review and adapt current Flexible Working and Homeworking policies, if you have them*. If you don't, build a set of guidelines as an interim measure so your people can set boundaries and expectations between themselves. There's lots of information about how to do this, including a comprehensive guide to designing a policy here. You can also download a homeworking policy template for free here.

*Whilst in many businesses it's entirely possible (not to mention exciting and freeing!) to create a wildly successful flexible and/or remote and working culture without the rigidity of policy and guidance, this isn't something we'd recommend in response to the urgent and changing nature of this situation.

Building a flexible culture that's embedded into the DNA of an organisation takes time, so we feel the best approach for many businesses right now will be to introduce or adapt a framework of policy and/or guiding principles that teams can take and quickly run with.

Focus on trust and communication, and the rest will follow.

Make sure managers and employees are clear that trust and communication are the lynchpins of making remote working work. One of the primary reasons many remote working arrangements break down is due to challenges in one or both, so it's imperative to dedicate specific focus to these areas as soon as possible following or alongside any announcements about emergency homeworking.

In the section of this guide for managers, we've included some exercises mangers can use to enhance communication and trust with their teams. Spending time working on these two issues transforms the experience for everyone involved.

Be a role model.

As with all flexible working, senior role modelling of flexible working is a catalyst for others to follow suit, taking their lead from you. What people can see, they can be. Be vocal about how you make it work yourself, the challenges and how you overcome them. Use internal comms channels and collaborative tools to open up conversations with people working remotely to keep motivation and engagement levels high.

Encourage experimentation with and expand use of collaborative tools.

This could provide the perfect opportunity to trial new ways of getting the job done such as Microsoft Teams, Slack, Trello, Wurkr, Google Hangouts, Zoom, Skype for Business and many others.

Hoxby operates an entirely remote workforce and has created a comprehensive guide to using collaborative tools effectively here. People can still have the meetings they need to have and make the progress they need to make using these tools. They don't and will never replace real contact with people, of course – but in the event of a temporary need they can be critically important for business continuity.

Making remote working work:
A guide for managers

If you're not sure, ask.

For many people this is unchartered territory, so if you're unsure of anything at any point, just ask. It's perfectly ok to not have all the answers, or feel conflicted about the best course of action. These are exceptional circumstances, and things are moving at a fast pace. We'd encourage managers to keep an open dialogue with leaders and their teams to share the experience together and support each other through the challenges and successes. There's also plenty of support available in the earlier resources section of this guide.

Set clear boundaries, agree expectations and check in regularly

This simple piece of advice gets overlooked all too often. Work with your teams to talk through what's ok and what's not ok when it comes to getting the job done remotely and communicate clearly and regularly about what you're expecting from them and vice versa. Focus on the key deliverables rather than hours worked, wherever possible, bearing in mind that someone working remotely will deliver differently than if they were in the office or working in their 'normal' ways. Agree to check in frequently so you can maintain great relationships and tackle challenges together, staying in touch to make sure milestones are on track and any issues are flagged up as early as possible.

Agree to banish guilt

Agree with your teams that you are going to banish guilt when working remotely. In practically every business we work with, people who work at home report feeling guilty if they step away from their screen for a toilet break or grab a snack; a hangover from presenteeism culture which never happens when they're working in offices. Again, we can't emphasise enough the role that a healthy sense of mutual trust can play in the success of remote working arrangements.

Watch for burnout.

Because employees tend to feel guilty about not being present at the office, they also tend to work longer hours and go further to deliver more when working remotely. Homeworkers frequently report that they start working earlier and finish working later in place of their commute to work, and to prove the point to their bosses and colleagues that they can be trusted to do their job just as effectively when they're working in a different way. Keeping in touch frequently and setting clear boundaries and expectations with your team will help you to avoid the risk of burnout.

Push for visual over verbal.

Urge your teams to meet virtually using visual rather than verbal technology in place of in-person contact. Face-to-face interactions will never be replaced, of course but this way relationships can be effectively built and maintained much more easily than when people speak but can't see each other. Agree the basics of how you will use your chosen technology, and make sure everyone is comfortable with how it operates. Give guidance and training on how to use and position the camera and agree expectations for behaviour, for example.

Consider creative solutions for parents and carers

Understand that people working remotely may have others at home with them whilst they are working, including children in the event of school closures or other dependent relatives. This could severely impact their ability to be productive; it's very often not practical or possible to get the same volume of work done while caring (especially with younger children). Be flexible and compassionate; keep an open communication dialogue going so you can adapt to this rapidly changing situation together. Abandon the mindset of a normal working day for these temporary measures. Consider creative solutions where possible, such as supporting your people to divide tasks up into manageable chunks according to priority and the level of concentration required and working at different times of the day, for example.

Build a team charter for emergency homeworking

One of the most powerful tools teams can use that supports them in creating a highly successful remote working culture is team charters.

We both design them regularly with our clients and the results are incredible; teams report feeling better connected and open with each other, strengthening trust and improving performance as a result of this simple but transformative tool.

If you do nothing else, our advice is to spend some time with your teams creating a team charter so you can confidently navigate this unusual period together.

A flexible working team charter is a document every team member contributes to, helps to shape and commits to. It can encompass every previous point in this section of the guide.

An effective team charter for emergency homeworking should cover the following:

- What the boundaries and expectations are for delivery and performance (both from the manager and employee perspective);
- How and when you'll communicate as a team and one-to-one;
- The preferred channels you'll use and how you'll use them;
- How you will inform each other when you're available/not available;
- The commitments you'll make to each other to make this situation work for the team (for example: committing to trusting each other, agreeing to banish guilt and to ask for help when you need it, etc);
- How you will support and encourage each other, and how you'll hold each other accountable;
- What you will do when you need help or if something goes awry;
- How you will make sure everyone feels included and motivation levels remain high when working remotely.

If you'd like more information and a PDF that summarises the five-step process we use to design team charters, please get in touch with ursula@mumbelievable.com or liese@thelightbulbtree.com.

Making remote working work:
A guide for employees

Where to work to be at your best

Consider where you can work at home and the tech you need. If you haven't worked remotely before then take time to think about where you can work. Ideally it's good to have a space or area (it doesn't need to be a separate dedicated room) that enables you to work with minimal distractions and that you can temporarily dedicate to work. Even a corner of a room can help ensure you can "walk away" from work. You may have family at home and finding a way, space and time to work effectively and productively may take trial and error so it's good to be open minded and flexible. Be open to the idea of moving around to do different tasks – you may be able to work at the laptop or on papers in one space, hold video or phone calls in another. Our advice is use the best space for the tasks you have to complete.

Home working equipment

In terms of equipment, for an emergency home working situation, adapting your environment is reasonable to work on a temporary basis and there are many things you can do to support your own health, safety and wellbeing. There shouldn't need to be a need for your company to provide a full desk set up in your home for an emergency home working period.

- If you work on a computer then you will either need a laptop or desktop moved to your home temporarily.
- If you need to make phone or video calls, explore software that can do this via your computer if you don't have a work mobile phone or arrangement regarding use of your own phone.
- chat with your managers about bringing a desk keyboard and mouse home temporarily if possible to use with your laptop – this
- can be more comfortable than using the laptop keyboard.
- Think about how you can safely lift your laptop to reduce neck and eye strain – laptop risers are a cost effective solution, or a sturdy box. This works well with a separate keyboard and mouse.
- A laptop screen may be smaller than you are used to so ensure you take more mini breaks than usual to rest your eyes and try to
- ensure that your screen time tasks are broken into smaller chunks.
- Test your internet access and bandwidth – have a chat with your provider about possible, no cost upgrades temporarily if your
- service is slower.
- If you have chance, get used to taking your laptop home every day and also check out VPN connections and that the software etc you need for work all connect from home.

Have reasonable expectations of yourself

Working remotely will take a little while to adjust to so be reasonable with your expectations of yourself and ensure you chat with your manager if you are experiencing settling in time. You may also find that you need more breaks to keep focused. It takes over 20 minutes to reconnect and focus on what you are doing after an interruption or distraction so plan your focus work for times when you can be in a place and mindset for focus.

Storing your work and any confidential documents

Consider whether other family members or people you live with will be around – you may have to be more aware in order that confidentiality of business conversations and information can be maintained. It will be important to ensure that you protect any company information and that you don't leave it on open display for visitors or family members to see. There could be some reasonable no cost or low cost solutions you can agree with your manager for storing documents if you are unable to retain everything virtually.

Avoid the guilt

One of the things we see a lot of is "agile guilt" – people not leaving their computers for long periods in the belief they should be connected and "on" all the time. Think about how you behave in your workplace – you wouldn't feel bad about not being at your screen if you were in a meeting! Do ensure that you aren't tied to your work station or desk all day and that you take plenty of breaks. When you stop at the end of the day put your laptop away so its not visible and if you have a desktop computer, switch it off at the end of your working day.

Ask, don't assume

We recommend that if you are unsure of anything that you ask – making assumptions is a dangerous game and its often far quicker to have a chat to clarify a situation.

Set boundaries and stay connected

One of the challenges of home working can be that boundaries become blurred. Ensuring that you define your own temporary boundaries is key and that you honour them. This could be work/home life boundaries or boundaries with friends & family. Staying connected to your team and work colleagues is an essential part of home working. We recommend that you make extra effort to talk, video call or communicate with the people in your work world and whatever you planned on doing times that by three!

Understand your energy levels and wellbeing

Eat as well and healthily as you can when working from home! We are often told by people we are working with that they find they can eat differently and succumb to sugary snacks or things they wouldn't eat at work! When working at home so plan ahead and consider buying snacks and food that won't negatively impact your energy levels You may be aware of your best energy times already – you may be a lark or owl for example or may feel a dip in the afternoon.

We recommend you plan your work, and the type of work, around your energy levels Getting outside when working from home is really good for you – daylight boosts us and will help you feel at your best. Exercise and moving around is good for home working situations – it can be very easily to mot move much at all. Many people use some simple stretching techniques to stretch out their muscles after a day at the kitchen table or laptop or even walking around whilst you are on calls can help.

Routine

Staying in a routine – albeit a new version – really helps you be at your best and retain focus when working at home. Consider sticking to your usual routine as best you can – getting up at the same time, getting ready, eating at similar times. These can all ensure that home working is as productive and happy experience as possible.

See as much as speak

You may find as part of your Team Charter you agree to use more visual communication – if you are not familiar with this practice at work beforehand. This method of communicating doesn't replace face to face but is certainly the next best thing and really helps maintain your relationships and seeing other people can really boost you!

Time chunking

If you have worked a set day previously you may find that working remotely it could be harder to work in one set block of hours. This maybe due to having family at home with you, needing to manage other responsibilities, your own energy and focus levels – we recommend that you consider an approach we call "Time Chunking".

Time Chunking involves:

- Focusing on what you need to deliver rather working block of time;
- Grouping similar tasks together and completing them in focused batches;
- Looking ahead at your day and what you need to achieve, inside and outside of work, and planning how you can break the day into chunks to achieve all you need to do – this may involve working the same total hours but in chunks across a wider timeframe
- You won't be commuting so that's time saved – however long that usually is – so time chunking helps alleviate any feeling that you need to work from getting up to going to bed

Create a team charter

One of the most powerful things you can have in a remote working team is a team charter (see the earlier section on this in the guide for managers) and it's your chance to contribute towards ideas around how the team will connect, work and support each other in when emergency home working or remote working. Have a think about how this can work for the team and you together.

Create a home and family charter

It's really important to talk about working remotely and how you can make this work at home with your family as much as with your work team. This could be new, unchartered territory for you all so creating your own household/family charter will help you all talk through what work and life can be like. Be open to the need to try out your Charter – you may need to adjust it as you go along!

Here are our recommendations for what you could include in your home charter:

- Talk about where work and life will happen and when – you will need to be flexible here!
- Ask the family to contribute to the charter – it's a chance for them to talk about what they are feeling or worrying about;
- How you will know when each is other is available/unavailable – consider agreeing a code word or phrase to indicate when you can't be disturbed – this may be due to video or phone calls, work that needs focus, etc;
- Agree a system for communicating with you when you are working – text messages or if you have children, make it fun and suggest they draw or write notes to you;
- Speak to extended family and agree when and how you will keep in touch with them – add that to your charter;
- Don't forget to include having some fun outside of the work time!
- Create a written charter and put it in a central place.

Talk to us, we're here to help

We know that dealing with COVID-19 and its profound impact on our workforce and operations is one of the toughest times leaders and HR professionals have ever faced.

You're flat out right now. You're probably feeling exhausted and working crazy hours to do everything in your power for your people.

Now you've reacted to safeguard your people during these extraordinary times and we're beginning to process the magnitude of all that's happened so far, we're here to support you as your thoughts and plans turn to **keeping your entire team engaged and at their best while they're working - remotely and where needed - or on furlough**.

We want you to know you're not caring for your people alone. So we'd love to offer you our time, expertise and advice.

We've been helping companies build high performing flexible teams that thrive on a culture of exceptional trust and communication for years, and we've got lots we'd love to share that will help you address the unique task of supporting everyone as they adjust to this new normal.

Click here to book your free call with us