

RACONTEUR

Optimising your remote workforce



NESPRESSO
PROFESSIONAL



About Nespresso

Nespresso SA is the pioneer and reference for highest-quality portioned coffee. The company works with more than 100,000 farmers in 13 countries through its AAA Sustainable Quality™ Program to embed sustainability practices on farms and the surrounding landscapes. Launched in 2003 in collaboration with The Rainforest Alliance, the program helps to improve the yield and quality of harvests, ensuring a sustainable supply of high quality coffee and improving livelihoods of farmers and their communities.

Headquartered in Lausanne, Switzerland, Nespresso operates in 80 countries and has 13,600 employees. In 2019, it operated a global retail network of approximately 800 boutiques. For more information, visit www.nespresso.com.

About Nespresso Professional

Nespresso Professional solutions are adapted to changing business needs. The Nespresso Professional range is ideal for office environments in all sectors, hotels, restaurants, cafés and fine dining establishments with variety of machines to facilitate smaller multiple coffee points to support safety measures and different capsule order sizes to suit your frequently changing employee needs.

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OPPORTUNITY

Formula for success

For working from home to be successful, employers must help staff to be productive and also safeguard their wellbeing

Cath Everett

While periodic remote working has existed in pockets across many organisations for years, never before have we seen entire workforces being forced into it overnight and for unspecified lengths of time.

Such a situation, therefore, inevitably brings with it challenges and opportunities. In terms of opportunities, “employers now have a chance to explore the deeper rewards of allowing people to work from home”, which includes saving time on commuting, says Chris Dyer, chief executive of employment background check provider PeopleG2 and author of *The Power of Company Culture*.

On the risk side of the equation is the fact that any organisational cracks relating to

culture and communication are only likely to become deeper unless swift action is taken to remedy the situation.

As a result, finding actionable ways for senior leaders to measure the success and shortcomings of their working-from-home policies and initiatives is vital. Doing so will enable them to learn which approaches are effective and those that are not, to ensure their business is set up to flourish both now and into the future.

According to Jane Sparrow, founder of consultancy The Culture Builders and author of *The Bank of Me: The Remote Working Edition*, the secret to getting it right in measurement terms is, on the one hand, to use quantitative, data-based metrics to understand how people are behaving. These metrics include regular



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Employers now have a chance to explore the deeper rewards of allowing people to work from home

key performance indicators to help understand productivity, output and engagement.

On the other hand, it is about employing qualitative techniques to evaluate what employees are experiencing, to obtain a more rounded picture. Useful approaches include adding specific wellbeing questions to employee surveys to understand sentiment more accurately.

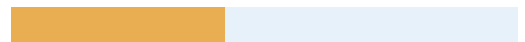
“To ensure working from home initiatives are successful, it’s about focusing on helping people to be productive and also ensuring they’re experiencing the right level of wellbeing. So measuring these two areas is vital to ensure a process of continuous improvement,” Sparrow concludes. ●

69%



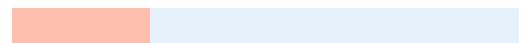
of businesses offer ad hoc remote working

42%



of businesses offer part-time remote working

27%



of businesses offer full-time remote working



CULTURE

Communication and collaboration

Remote working could be the new way of working. How can you get communication and collaboration right?

Oliver Pickup

As company-wide home working has become the norm for such a large majority of organisations, due to restrictions enforced in an attempt to staunch the spread of the coronavirus, ensuring efficient communication and collaboration is a colossal challenge.

Businesses have worked hard to embrace tech solutions, including Zoom Video Communications, Microsoft Teams, Google Hangouts and Slack. And it's fair to say there have been teething problems, in terms of people having inadequate technology, time being lost to tech issues and an over-reliance on video conferences. In addition, there are growing concerns about data privacy for those using these tools.

Zoom, in particular, has rocketed in popularity in the UK and beyond. With people required to reconvene virtually, the app has assisted with the rapid adjustment to home working.

Apptopia, an app-tracking firm, found Zoom was downloaded 2.13 million times around the world on March 23, the day the lockdown began in earnest in the UK. Two months earlier the download figure was a more modest 56,000.

“Zoom gives people the ability to collaborate using the devices they already have and provides multiple channels of communication when travel and connectivity are limited,” says Zoom’s chief executive Eric Yuan. “We believe every business has the social responsibility to contribute back to the community and to society.”

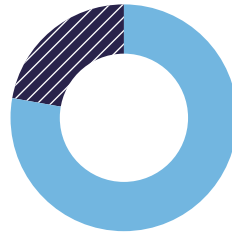
Staff wellbeing

Supporting workers, and treating them like loved ones, is imperative, according to Adrienne Gormley, head of Europe, Middle East and Africa at file-hosting giant Dropbox. “First and foremost, leaders need to recognise it is a very anxious time for everyone,” she says. “One of the most important things leaders can do is to show they care, by connecting and communicating these worries with their team.”

As many organisations become accustomed to the new ways of collaborating and communicating, their effectiveness will increase. And the chances are home working, in some capacity, is now here to stay. Lino Notaro, retail sales director at computer networking titan TP-LINK, believes businesses must invest in home-working tools.

“I see no reason why we could not begin using larger screens for our virtual face-to-face meetings,” he says. “For example, rather than using your 14-inch laptop, why not employ a much wider monitor or even a TV screen for meetings that involve a large number of attendees?”

The sooner companies see the bigger picture, the quicker any areas to improve, regarding communication and collaboration, will be identified. ●



78%

of people feel that you need to interact with your colleagues’ face-to-face to develop a good working relationship (as opposed to by phone, via email or collaboration tool)

Nespresso Professional and OnePoll 2019



How can organisations measure and improve home-working communication?

Given that only 7% of social cues are verbal, according to Albert Mehrabian in his 1971 book *Silent Message*, it is arguably a good thing that video conferencing is driving collaboration as home working becomes the new normal. But how can communication be benchmarked?

One of the biggest issues organisations have found is that the rise in video conferencing means they have just another channel of communication, whereas streamlining comms will be quicker and therefore more efficient. Mark Lomas, technical architect at digital marketplace Probrand, asks: “Are staff relying too heavily on ‘slow’ modes of communication like email, when phone calls, voice chat and video conferencing might be faster and more immediate?”

To measure what’s working, and what is not, it is critical to invest in analysis, seek the opinions of employees and smooth the edges of what for many has been a roughly hewn solution necessary in this global crisis.

It’s clear the businesses that determine how to optimise their communication while home working stand a better chance of surviving in the short and longer term.



Rather than using your 14-inch laptop, why not employ a much wider monitor or even a TV screen for meetings?

WELLNESS

Measuring remote workplace wellbeing

Emotional support for staff, including line managers, becomes more important as people work in isolation

Cath Everett

While for many people working from home may have been a perk, which allows flexible working options, the reality can be very different. On top of the usual time management and day-to-day organisational concerns, extensive remote working generates a whole new set of challenges of its own, such as possible feelings of isolation.

Sir Cary Cooper, professor of organisational psychology at Alliance Manchester Business School, explains: “People are worried about the health threat to their family and themselves, but they also feel insecure about their jobs and financial wellbeing. There are problems around the routines involved in working from home, which for parents include home schooling, so all kinds of basic questions have to be readdressed.”

Beyond individual workers’ emotional responses, which will vary on a day-to-day

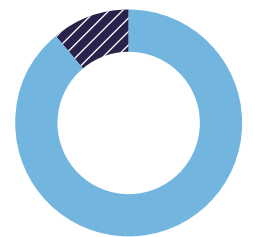
basis depending on circumstances, there are also four other issues to be considered, says Jane Sparrow, founder of consultancy The Culture Builders and author of *The Bank of Me: The Remote Working Edition*, based on her experience of working with companies in China and Hong Kong during their lockdown.

The first is employees’ physiological wellbeing due to lack of exercise and “eating rubbish out of the fridge”, she says. The second is ensuring staff focus on the right things, while the third relates to personal growth based on feedback and “the little interactions with colleagues and customers, which don’t happen as naturally when you’re at home”.

Dealing with reality when it bites

The final consideration is staff motivation and ensuring individuals feel as if their activities have value.

“At the start, everything is new, frantic and adrenalin fuelled as people work out how they’re



89%

of people agree that the quality of their workspace has an impact on their mental health

Nespresso Professional and OnePoll 2019



going to work, so there's plenty of connection from a wellbeing perspective," says Sparrow. "But another couple of weeks on and reality bites, so people start needing help in managing their emotions."

There is no one-size-fits-all approach, not least as each individual's situation can change rapidly. Moreover, she warns, by month two, people often feel very siloed, which not only affects their wellbeing, but also means they stop collaborating with others so much, which in turn hits productivity.

In other words, people's need for emotional support and guidance actually increases as time goes on. Key to providing such pastoral care are line managers, who now more than ever are required to demonstrate high levels of emotional intelligence and effective people skills.

But they themselves also need support at the tools, process, professional development and personal level to keep others on track.

"If managers aren't given the support they need, their wellbeing will crash, which is hugely contagious to the rest of the team," Sparrow warns. "For example, if they set an anxious tone, it impacts everyone else's productivity."

Sparrow goes to point out that if managers are able to get this balance right, they can build stronger teams than ever before. ●

How to measure the success and shortcomings of wellbeing initiatives

Line managers play a pivotal role when it comes to measuring the success and shortcomings of an organisation's wellbeing policies and initiatives to ensure a strategy of continuous improvement.

This is because they act as a "temperature check" and can tell you if such activities are working or not. As Jane Sparrow, of consultancy The Culture Builders, says: "They'll know if their team is hitting its key performance indicators (KPIs) and whether people are coping or feeling overwhelmed."

In quantitative terms, the focus is traditionally on evaluating KPIs and other productivity measures. However, productivity is often an intangible factor and there are far more important measurements to take in times of change.

At a qualitative level, it is more about the human resources team adding fresh wellbeing questions to engagement surveys every couple of weeks to measure sentiment. Managers should likewise be provided with weekly questions to ask their staff, such as "how supported do you feel?" or "do you feel connected to the rest of the team?", so feedback can be acted upon, if necessary.

"The one set of findings feeds into the other; they're totally linked. So if you're getting the behavioural side of things right, productivity will be right too. But if productivity is low, it could mean wellbeing is also low," Sparrow concludes.



ENGAGEMENT

Boost productivity with remote teams

How to maintain productivity after a longer period of home working

Virginia Matthews

Motivating staff to perform in tough times is a challenge, particularly for managers with less experience of remote working. Yet for those organisations able to use emotional intelligence to balance human needs alongside those of the business, the long-term productivity rewards will be enormous.

So says Chartered Institute of Personnel and Development research adviser Jonny Gifford, who argues that in the absence of the camaraderie of the office to sustain and motivate people, managers should deploy a high level of tact and diplomacy.

“Finding out what peoples’ individual circumstances are and how often they want you to communicate with them will help build rapport, as will making it clear you trust them to get on with the job,” he says.

Although overly heavy-handed management would be a mistake in the current climate, Gifford argues that to be successful, virtual management should lean towards the more directive.

“When you get together via a video link, make it crystal clear what you expect each member of the team to do that day or week and set firm deadlines rather than leave any space for misinterpretation,” he advises.

“Structure, clarity and, above all, directness will allow people to get on with the task at hand.”

Different approaches

All of us approach remote working in a different way, depending on our personality, lifestyle and caring responsibilities.

While extroverts will need “a lot of face-to-face contact via video calls”, introverts may relish the opportunity to “crack on autonomously”, says Andy Davies, senior vice president of the human resources outsourcing consultancy MHR.

He believes that by being open to the many positives of home working, organisations can shape new, more successful management models going forward.

“As all managers know, creativity is a delicate thing and while some larks may require a group brainstorming at 6am to be at their most inventive, a night owl may come up with their best brainwaves in the wee small hours,” says Davies.

But whether your team works best in a pack by day, alone at dead of night or somewhere in between, maintaining links with them is vital, he adds.

With established job roles now changing and adapting to suit the new circumstances, some staff may not be as busy as previously. It's time to "mix different people up and encourage them to collaborate to sharpen their focus and foster creativity," adds Gifford.

With a plethora of online coaching, podcasts and webinars guiding inexperienced remote workers in the art of remote working, help isn't in short supply. While good leaders will take the opportunity to experiment with different approaches, initially at least, it's about "making sure current productivity is maintained where possible", he says.

Productivity ties into so much more than tangible measurements. Ensuring your workforce remains engaged and committed to a shared purpose is also vitally important. ●

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Structure, clarity and, above all, directness will allow people to get on with the task at hand

4.16

The average number of individuals required to contribute to a 'good idea' in business

Nespresso Professional and OnePoll 2019



Tips to enhance your workforce productivity?

Video meetings need to be handled more carefully than face-to-face sessions, ensuring each member of the team is encouraged to participate and knows what is expected of them before the next get-together.

Consider devoting the first meeting to establishing whether different individuals prefer calls, texts, emails or team chat apps and so on. Laying down guidance around expected output will also help smooth the transition to home working.

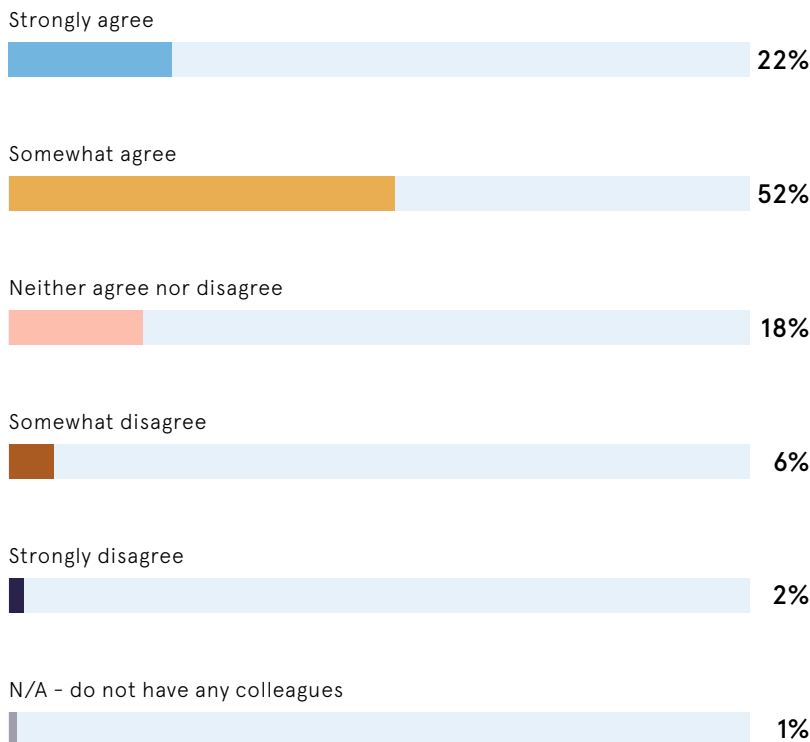
Make ongoing assessments with workforce contingency planning as it relates to productivity and consider how rewards and incentives, such as bonuses or extra time off in lieu, could support this strategy.

Use internal communications to combine business objectives with a sense of belonging and purpose. This will help sustain morale if remote working becomes protracted.

Team chat apps or blogs are a great way to remind staff of the need to switch off from work at regular intervals, helping tackle burnout and boost productivity, creativity and engagement.

Use technology to the max. Video apps have the capacity to transform how we collaborate and provide something akin to a reassuring human presence when we are lonely or need input from colleagues to be at our most creative.

DO PEOPLE BELIEVE THAT HAVING A MEANINGFUL RELATIONSHIP WITH COLLEAGUES IS IMPORTANT TO DELIVERING QUALITY WORK?



View from Nespresso

As the coronavirus transforms the way we live and work, the new normal of home working must safeguard personal wellbeing as well as effective collaboration and creativity

Nespresso

Business leaders around the world have rethought and rebooted their home-working processes completely, almost overnight.

Some organisations and individuals have been able to adapt easier than others. Some of the new habits and systems quickly put in place will hopefully bring some positive insight into how to motivate and bring people together remotely.

This report explores the trio of crucial areas of home working for Nespresso: wellbeing, collaboration and creativity. These inter-linked aspects have become increasingly vital for organisations in recent years and integral to successful workforce policies, both in the office and with remote working.

Workplace wellbeing is an issue that Nespresso champions and now it is in sharper focus as teams and people begin to normalise home working.

Nourishing mental health in these times of stress is imperative and business leaders realise openness and flexibility have been critical to allow for different working hours and new ways of communication.

Now more than ever it is about individual needs. As we adjust to the new normal of home working, evolving targets and video conferences, it is essential for colleagues to remain in good contact with one another. Those at the top of organisations should reassure and actively communicate. In times of considerable uncertainty, true leaders are agile, inspirational, empathetic and human.



Nespresso's trio of home-working imperatives: wellbeing, collaboration and creativity

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