

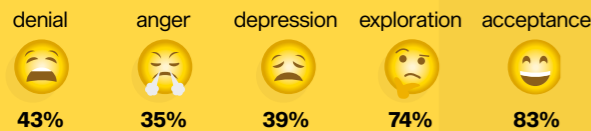
THE BIG PICTURE

Teleworking: the new normal?

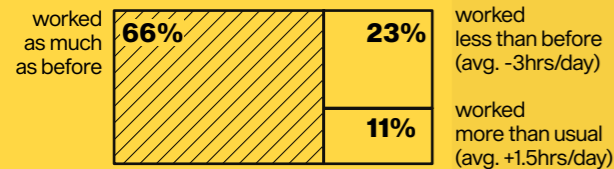
How did salaried professionals who had never worked from home before react to the experience during the coronavirus lockdowns? Do you see yourself in the results of these EU surveys? How might your work culture change as a result?

The 5 stages of grief

Everyone reported some negative feelings over the loss of face-to-face interactions with colleagues. Yet the majority (in all 6 EU countries) came to terms with teleworking during lockdown.



Time spent working during the lockdown



People most energized by digital interactions

- British or Spanish
- 30-40 years old
- Parents
- High level of job autonomy
- Stuck to a routine
- Extroverted

% of active workforce working from home versus the office during the coronavirus outbreak (measured May 2020)



Aspects to consider

Two IESE professors discuss the issues that your company may also be chatting about...

Sebastian Reiche: Do we need to rewrite our company policies for teleworking?

It depends on personal preferences as well as logistical and technical issues.

The best of both worlds may be to work remotely two or three days a week for personal productivity, while going into the office the other days to maintain workplace relationships and contact with the company culture.



Mireia Las Heras

What meetings should remain emails?

Only 20% of meetings need to be face-to-face, while the rest can be handled via videoconferences.

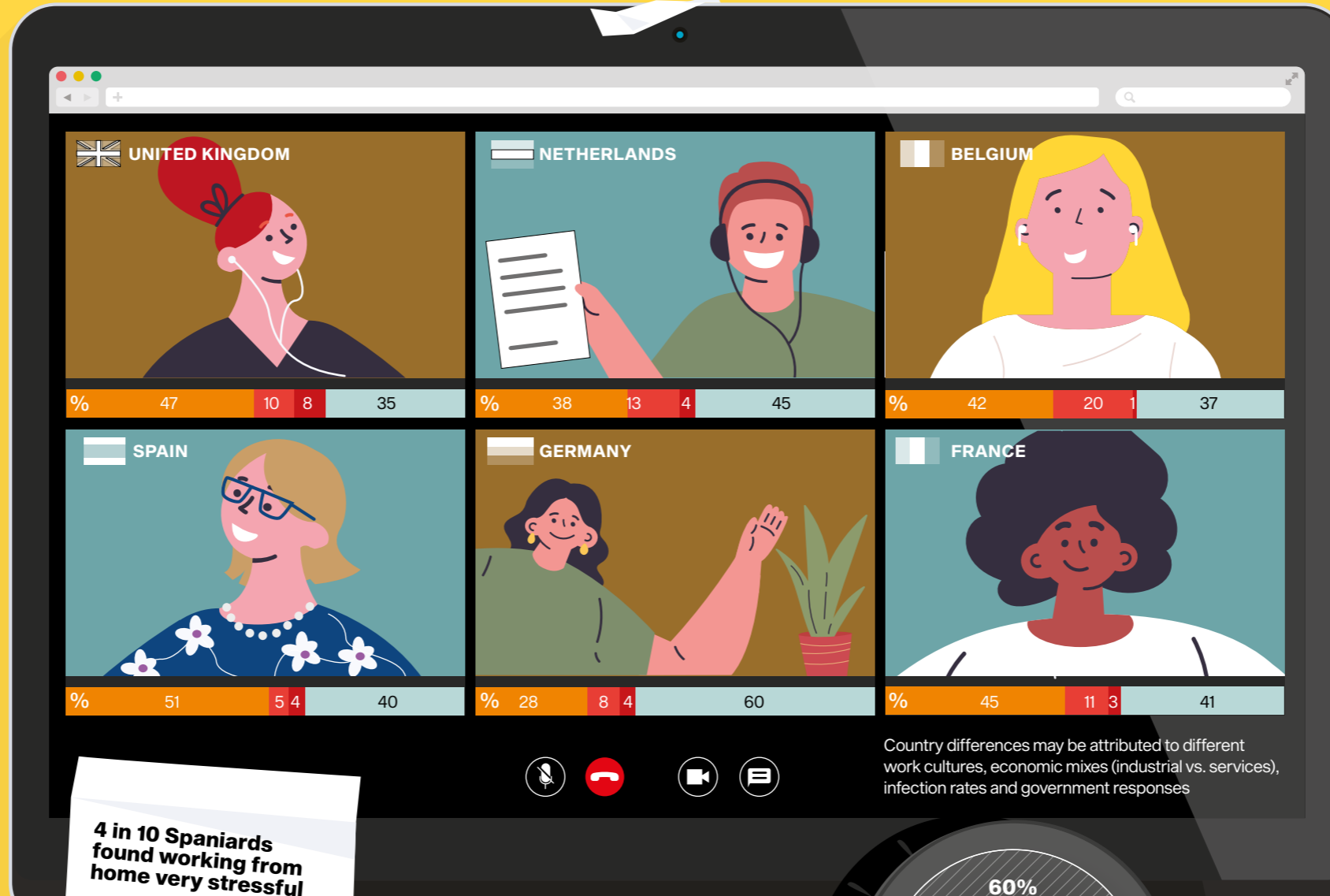
This may mean less business travel.

How can we continue to grow our digital capabilities acquired during the crisis?

The qualities that got us through the crisis – flexibility, generosity, initiative and an upbeat attitude – are worth preserving.

I hope the remote work experiment has shown us the possibilities for designing work that is more flexible and accommodates different needs and circumstances.

Continue the conversation in your company...



Country differences may be attributed to different work cultures, economic mixes (industrial vs. services), infection rates and government responses

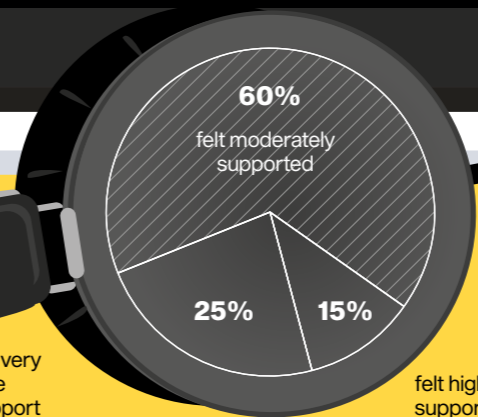
4 in 10 Spaniards found working from home very stressful

Feeling supported by your boss* reduces feelings of stress and anxiety.

*Includes their openness to different ways of working and being understanding of employees' need to care for dependents – the case for twice as many women as men.

To what extent did Spanish workers feel supported by their boss?

felt very little support



felt highly supported

SOURCES: blog.iese.edu/expatriatus, mireialasheras.com/research-reports/telecommuting

Based on separate surveys by IESE's Jeroen Neckebrouck (with Cass Business School and the HR service provider SD Worx) and by Mireia Las Heras, director of the International Center for Work and Family. Read "Keys to telecommuting during, and after, the lockdown" at ieseinsight.com.