



FLEXIBILITY AND ORGANISATIONAL LIFE: WHAT HAS THE PANDEMIC HAS TAUGHT US ABOUT THE OPTIMAL WORK EXPERIENCE?

**22ND INTERNATIONAL JOINT CONFERENCE: CENTRAL AND EASTERN EUROPE IN THE CHANGING BUSINESS ENVIRONMENT,
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Top CHROs Believe 'Flexibility Within a Framework' Is the Future of Work

BY ELLYN MAESE AND JENNIFER ROBISON

Harvard
Business
Review

Leading Teams | Leading an Exhausted Workforce

Leading an Exhausted Workforce

by Robin Abrahams and Boris Groysberg

March 25, 2022

The Hidden Toll of Remote Work

Switching to Zoom forever might be convenient, but it's a recipe for loneliness.

By Arthur C. Brooks

IDEAS

Do We Really Need to Meet In Person?

Videoconferencing is flawed, but it's still better than the alternative.

By Ed Zitron

We stopped Portugal's bosses contacting staff outside work hours. Here's why *Ana Catarina Mendes*

It is not enough to give employees the 'right to disconnect'. This law helps to make our country a more egalitarian society

● Ana Catarina Mendes is parliamentary leader of the Portuguese Socialist party

COVID-19 & WORK

WHAT HAS THE PANDEMIC CHANGED?

VALUE / OUTPUT

TIME & SPACE

TECHNOLOGY

WELLBEING & MENTAL HEALTH

TRUST & RELATIONSHIPS

PRODUCTIVITY



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**UNSKILLED WORKERS &
HEALTHCARE PROFESSIONALS**



ESSENTIAL WORKERS

**BLURRED BOUNDARIES BETWEEN
WORK & HOME**



LONGER WORK HOURS

**70% OF DIGITAL
TRANSFORMATIONS FAIL.**

COVID-19 IS THE ALL TIME MOST SUCCESSFUL ONE.

KNOWLEDGE WORK VS INDUSTRIAL WORK

IT'S NOT THE HOURS THAT MATTER BUT THE QUALITY OF ATTENTION DURING THOSE HOURS == > PERFORMANCE MEASURED IN RESULTS / OUTPUT QUALITY INSTEAD OF WORK QUANTITY

CONSENSUS SEEKING

HYPER-RESPONSIVENESS

DIGITAL FATIGUE

PROCESS PARALYSIS



***“FLEXIBILITY IS THE FUTURE OF
WORK. 30% OF WORKERS WILL
NOT RETURN TO THE OFFICE.”***

GALLUP WORKPLACE SURVEY, 2021

REMOTE IS ABOUT TASKS RATHER THAN JOBS

McKinsey Global Institute

What's next for remote work: An analysis of 2,000 tasks, 800 jobs, and nine countries

November 23, 2020 | Article



5000 GLOBAL KNOWLEDGE WORKERS

“59% OF RESPONDENTS REPORTED THAT “FLEXIBILITY” IS MORE IMPORTANT TO THEM THAN SALARY OR OTHER BENEFITS.

77% WOULD PREFER TO WORK FOR A COMPANY THAT GIVES THEM THE FLEXIBILITY TO WORK FROM ANYWHERE RATHER THAN FANCY CORPORATE HEADQUARTERS.”

JABRA HYBRID WAYS OF WORKING, 2021 GLOBAL STUDY

PRESENTEEISM

REMOTE

ASYNCHRONOUS

A RIGHT TO DISCONNECT

TRUST & AGENCY VS.
COMMAND & CONTROL

FLEXIBILITY & JOB SATISFACTION

HYBRID

THE GREAT RESIGNATION

BURNOUT & MENTAL HEALTH

ABSENTEEISM

Top 3 concerns about hybrid working future

Lack of clear expectations around when or how often to go into the office or what type of work to go in for

28%

Lack of consistency of hybrid working best practices across my company

26%

Lack of equal opportunities for employees who chose to work from home more often

25%

HYPER-RESPONSIVENESS

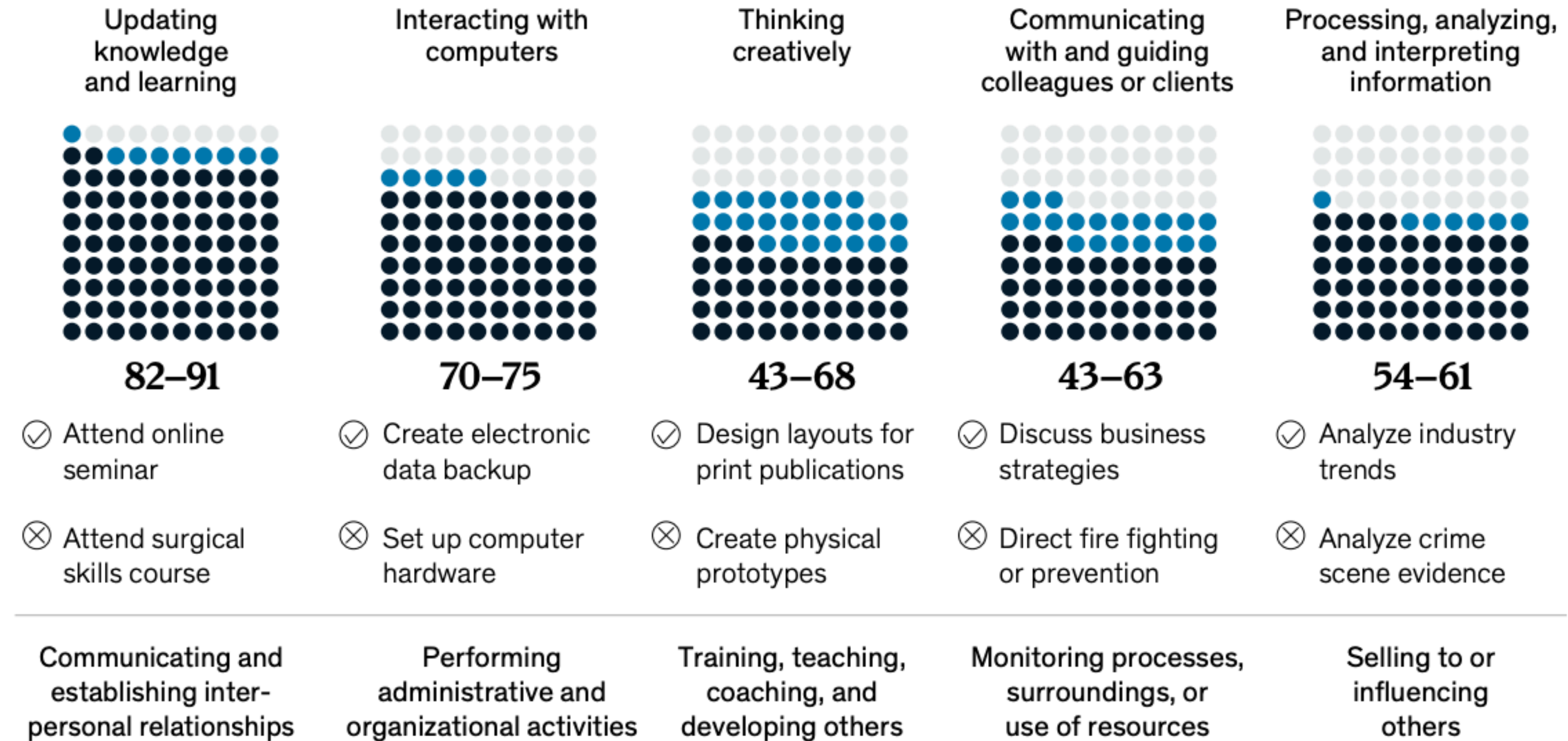


ASYNCHRONOUS WORK

Activities with the highest potential for remote work include updating knowledge and interacting with computers.

Potential share of time spent working remotely for select activity categories in the United States, %

- Effective potential (no productivity loss)
- Theoretical maximum
- ☑ Task that can be done remotely
- ⊗ Task that cannot be done remotely





Depression 28%

Anxiety 27%

PTSD 24%

Psychological distress 50%

**NATURE, GLOBAL PREVALENCE OF MENTAL HEALTH ISSUES
AMONG THE GENERAL POPULATION DURING COVID-19, 2021**

“FOR ORGANIZATIONS LOOKING TO REMAIN COMPETITIVE IN THE HYBRID FUTURE, ENABLING AND EMPOWERING EMPLOYEE AUTONOMY WILL BE THE SINGLE MOST IMPORTANT ENABLER OF FLEXIBILITY.”

HOLGER REISINGER, DANE FETTERER, HARVARD BUSINESS REVIEW, 2021

**“Post-pandemic
lesson:
Employee
wellbeing is
paramount.”
American
Psychological
Association, 2022**



**“Without
Psychological
Safety
Hybrid Work Won’t
Work.”
Mark Mortensen,
INSEAD
Amy Edmondson,
Harvard Business
School, 2021**

**THANK YOU
FOR YOUR
ATTENTION.
PLEASE
REACH OUT.**

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