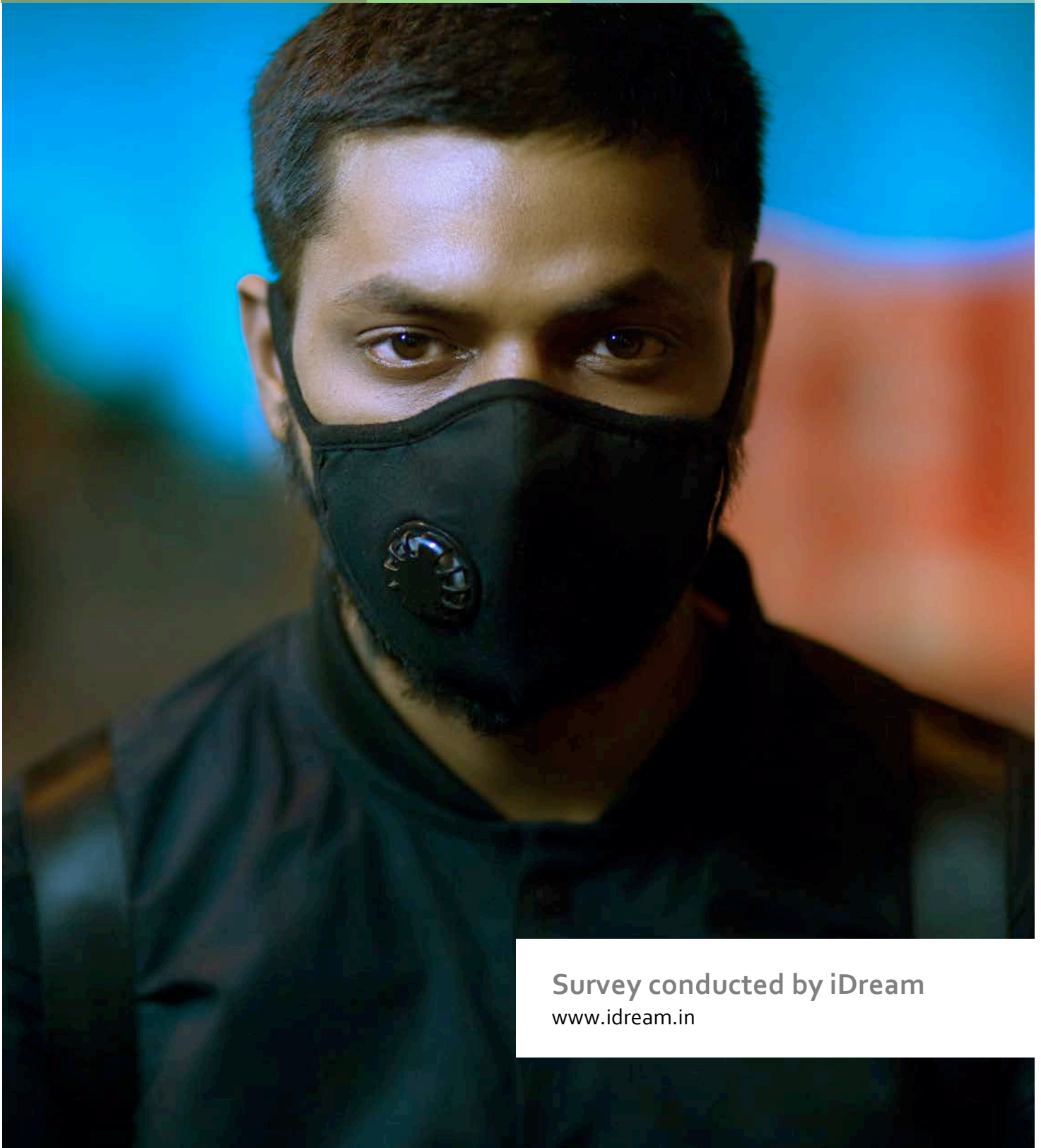


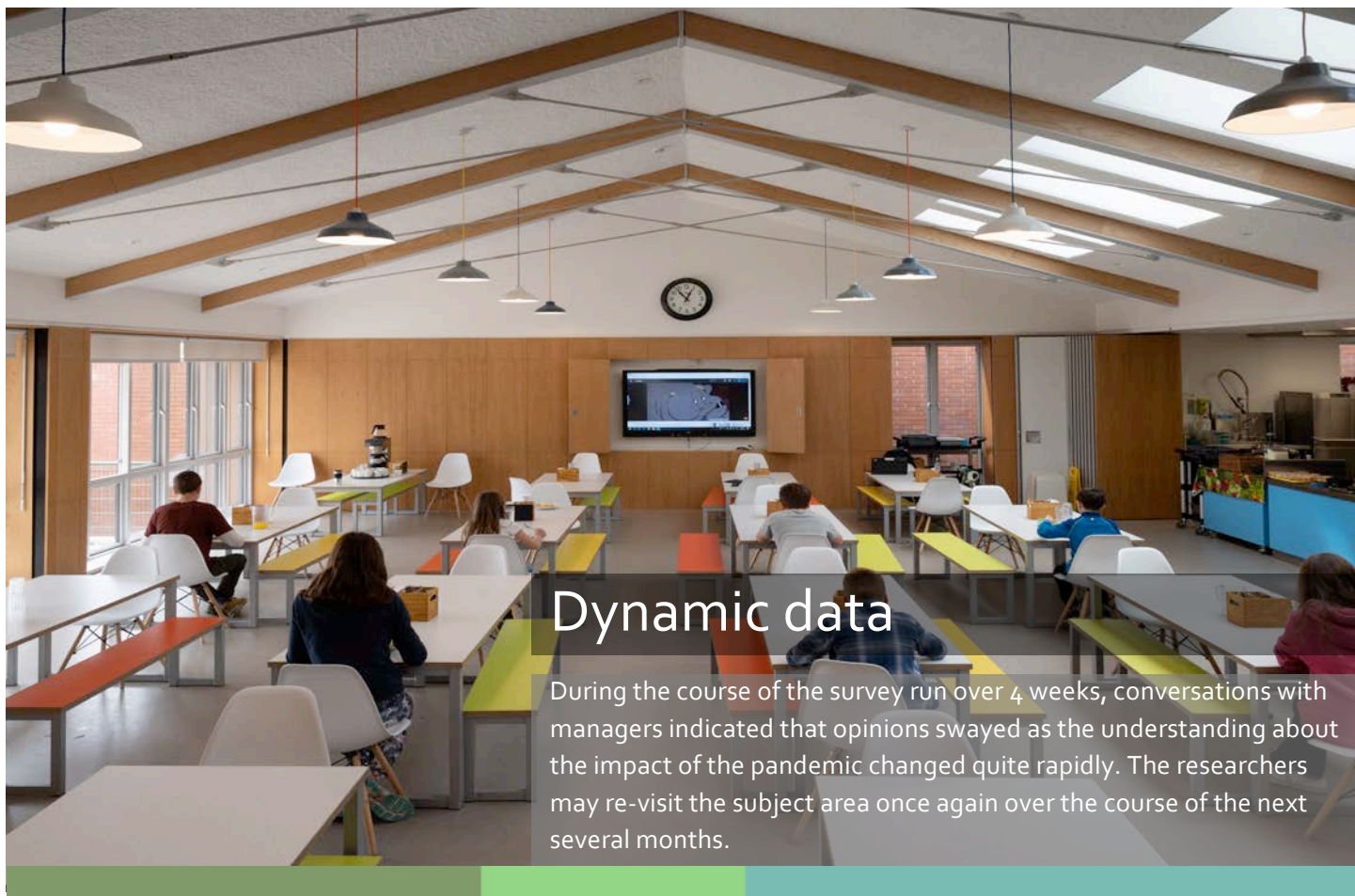
Unlock 2.0

How is the knowledge worker
in India adapting?

SURVEY RESULTS



Survey conducted by iDream
www.idream.in



Dynamic data

During the course of the survey run over 4 weeks, conversations with managers indicated that opinions swayed as the understanding about the impact of the pandemic changed quite rapidly. The researchers may re-visit the subject area once again over the course of the next several months.

“There is growing realization and possibly a sign of times to come; that we will not be going to the workplace to ‘work’, but to fulfill other social needs.”

-A CXO is a large multinational corporation.

This is Part 2 of a research that attempts to understand the dynamic challenges for knowledge workers and organisations that employ them in India, induced by the Covid 19 pandemic. This attempts to cover and understand major ‘people-related’ topics that have become important over the past few months.

The first part comprised of a survey and discussions covering senior managers and executives at large organisations in India, in order to understand the workplace and organizational challenges inflicted by the Covid 19 pandemic. Idream partnered with Freespace, a UK based Workplace Technology company, and the Indian arm of the International Facilities Management Association (“IFMA”) for Part 1.

Part 2 comprised of an online survey conducted amongst 100 HR managers and CXOs working in medium and large Indian organisations. This document is a summary of the results from the survey. The survey focused on 3 key ‘people related’ areas that have become crucial:

- Creativity vs Productivity
- Worker Communication
- Worker Wellness

Idream collaborated with Sadhu Vaswani Institute of Management Studies for Girls, Pune to conduct the survey, and put together the results. MBA students Sayali Choudhari and Veena Lalwani led the survey, and were supported by Dr. Smita Iyer from the institute and Sibani Sarma from iDream.

An online questionnaire was used to conduct the survey. The same can be viewed here <https://www.idream.in/peoplefactor/>

INSIGHTS FOR CO-CREATION

The extent of the impact on business and personal lives by the COVID 19 pandemic is still unknown. The research team believes that the data from this and the previous survey can lead to insights that can help organisations co-create solutions, which will help them emerge from the pandemic with an approach to suit their specific requirements. The data is being released to encourage readers to take the path of co-creation.

Measuring outcome vs measuring output

There appears to be growing realization that, with a large number of employees working remotely, old models of measuring output, are very unlikely to work. This coupled with the results that innovation scores over productivity, it is quite clear that new models will need to focus on the measurement of outcome and from thereon, of the impact that employee action effects.

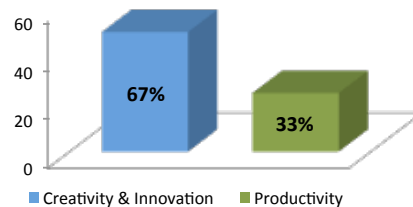
CREATIVITY VS PRODUCTIVITY

67% of respondents indicated that being innovative is more important than being productive.

CREATIVITY OR PRODUCTIVITY?

Employee productivity has surfaced as a concern at a large majority of organisations, as the employees continue to work fully or partly from home. Often productivity has been seen to be at the opposite end of creativity or innovation. We asked respondents whether creativity or productivity has become more important in these times.

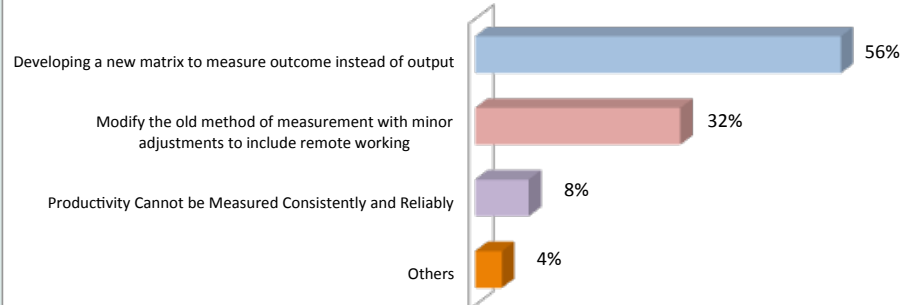
Which is more important - Creativity & Innovation Or Productivity?



MEASURING PRODUCTIVITY

Productivity measurement has been a white elephant for a long time, in the absence of reliable and consistent methods to do so. The same becomes even more complex as work dynamics change due to the pandemic. We asked respondents to point out the one statement below that they most strongly relate to.

Method to measure productivity in a WFH scenario



There appears to be an overwhelming support for the need to develop criteria and methods for measuring productivity in the Covid era.

WORKER COMMUNICATION

55% of respondents indicated that visual communication is the most effective form of communication amongst employees.

MOST EFFECTIVE MODE OF COMMUNICATION

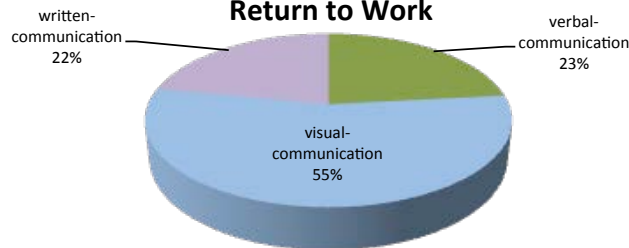
Given the 'constantly evolving' nature of the pandemic and the ensuing confusion, relevant communication at regular intervals has become very important. The 'people-factor' take centre-stage across organisations. However, given the plethora of communication and information that employees come across on a day-to-day basis, it becomes crucial to communicate the right content and not over-communicate. What is the most effective medium to choose? We asked respondents on what they felt was the most effective, and a large majority said visual communication. Signages across office walls, across display screens, directional lines on the floor, videos, creative copies are very effective to cut across the clutter and communicate the right message, to its desired result.

How much is too much?

In conversations with respondents, many indicated that the right dosage of communication is a clever mix of the mode of communication, the relevance of the same and the right volume of it.

One size does not fit all though, and all of the above needs to be aligned with the organization's mission.

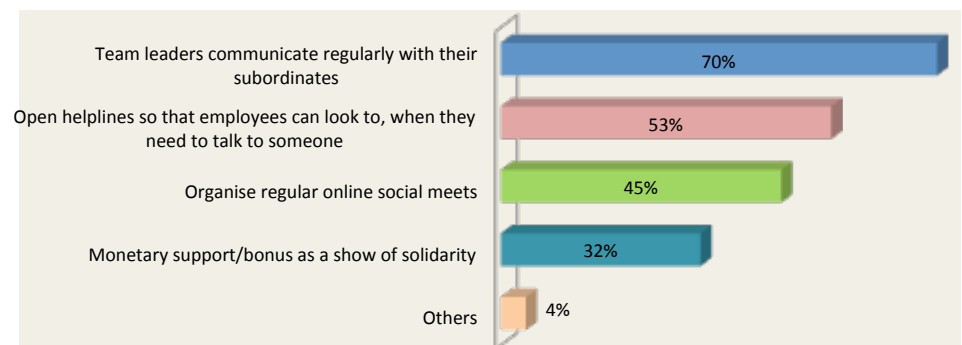
Preferred Mode Of Communication on Return to Work



IMPORTANCE OF COMMUNICATION AS A WORKER WELNESS DRIVER

In a related question we tried to understand what is being done within organisations to ensure the wellbeing of the employees. Communicating with employees came across as a top choice across organisations.

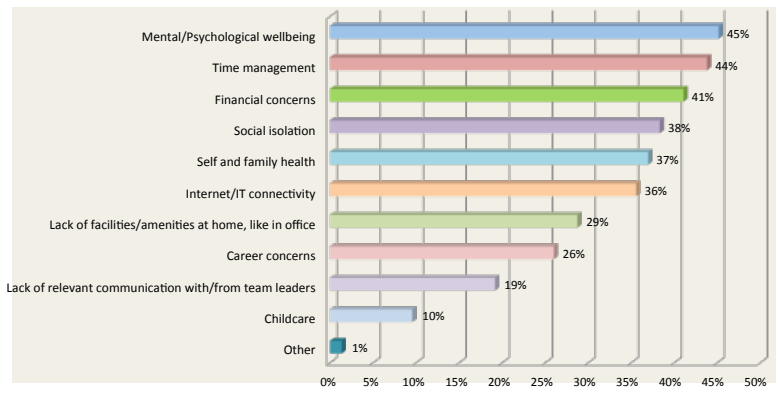
How are organisations supporting employees



Interestingly, a response shown on the next page, indicates that 'lack of communication' from managers has been shown as one of the top concerns by employees.



Primary concerns of employees during lockdown

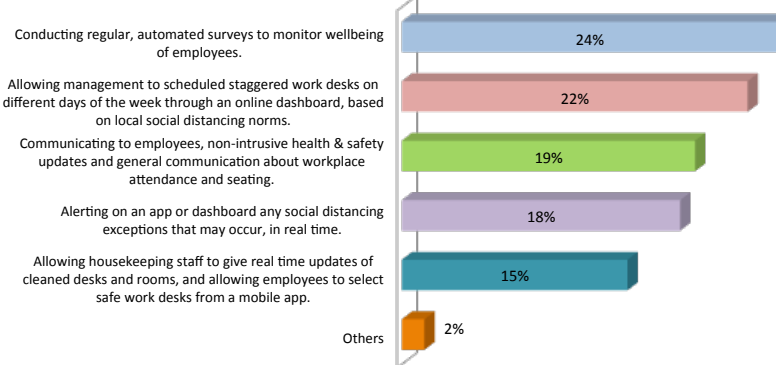


WORKER WELLNESS

Career concerns coupled with lack of clear communication from team leaders is causing stress.

Respondents were asked on what employees are reporting to be their top concerns. Concerns related to their careers, coupled with a perceived lack of reassuring communication is proving to be a deadly cocktail, leading to high stress amongst workers.

How can Technology solutions help in a safe Return to Work



TECHNOLOGY TO THE RESCUE

In times of stress, the 'silent' power of technology, devoid of misunderstandings in human interventions, play a very vital role in achieving short and medium term goals. Managers were asked to choose top 'need of the hour' activities, which can be better handled by technology, over human interventions.

The infographic on the left corroborates the fact that worker wellness is the top concern for management across most organisations.

*“In the new era, only those who ‘need to go’ to the workplace will go, and only **when** they need to and able to go.”*

-A COO is a large multinational corporation.



“The era of the Single Savior is over. What is needed now is joint action, combined effort, collective co-creation.”

Neal Donald Walsch

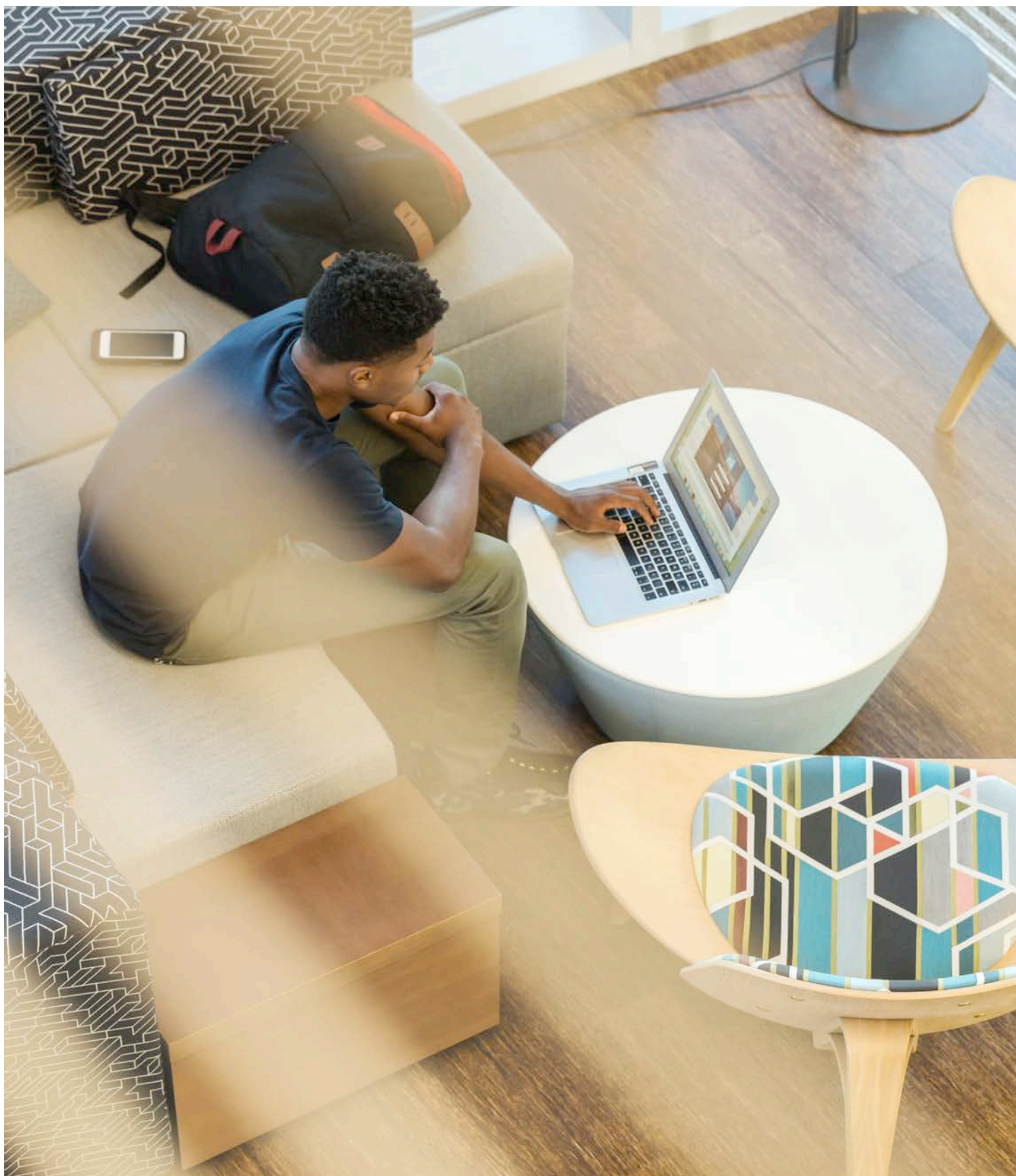
This report is largely a summary of responses to an online survey carried out during July 2020. These results show the perspective of CXOs and HR Managers, responsible for the wellbeing of employees in organisations. This report needs to be read in conjunction with the previous report which captured organizational and facilities related challenges.

It is the firm belief of the researchers that the dynamic nature of the world of work is complex, multi-layered and needs to be approached by mapping the entire workplace management eco-system comprising of HR, IT, CRE and Management. This not only calls for deeper collaboration between product manufacturers and service providers but opens up a plethora of co-creation opportunities.

INTERESTED? If you are interested in taking part in such co-creation exercises, please write to Sibani Sarma at sibani.sarma@idream.in

Images from [Unsplash.com](https://unsplash.com)

DISCLAIMER: All information made available do not represent the researchers’ professional judgment in any manner, but are information obtained from survey respondents and interviewees. Since the contents of the report are conditioned by factors outside the control of the researchers iDream cannot accept liability for such responses and the consequent conclusions drawn from it by readers.



Idream is a pioneer in Workplace Transformation, and provides consultancy, advisory and training to corporate organisations. Idream collaborates with industry partners to bring comprehensive solutions encompassing technology and soft solutions, that work together harmoniously in helping organisations achieve significant savings and improve space efficiency, real estate performance, employee wellbeing and productivity.

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