

# 01.

## THE OPPORTUNITY

**navigating a path towards a 'new normal', leveraging the lessons from the remote working experience and defining its future ways of working.**

This leading financial services organisation is embracing the opportunity created from COVID to define and embed a new way of working for approximately 1,200 staff nationally. There's a mix of 'in office' and 'mobile' roles and the workplace designs are slightly different in each of their centres, with some more equipped for agile working than others.

Before jumping to any conclusions, Puzzle helped the organisation to capture staff insights through survey and consultation. What they learnt is that the remote working experience has been positive and productive, and in future, most people want to split their time between working in the office and at home.

The Executive considered the feedback and agreed a virtual hybrid approach will define their future ways of working. Essentially, people can split time between working in the office and at home, where the home working environment is safe and healthy. Or people will be able to return to the office full-time if that's their preference.



**84%**  
**want to split time  
working at home and  
the office**

# 02.

## OUR APPROACH

**A principle centred approach. Genuine consultation and empowerment. Clear performance standards. Creating safe environments.**

Puzzle worked with its client to develop the strategy and future working model (FWOW), capture staff insights, develop the principles and standards, and designed the implementation program.

The Executive acknowledged that at the corporate level, no single policy or program would fit all circumstances and combinations of remote and onsite work or consider the unique requirements and roles of each team.

Instead, we helped them to develop a set of principles and standards, which created an equitable framework and clear expectations for how people should work.

The principles centred around the 'non-negotiables' of organisational performance, the employee and customer experience.

The standards addressed the operational considerations such as how many days people need to be in the office, team connection, consistent and effective collaboration and communication.

Within this framework, teams had the autonomy to define the norms for how they will work together, support each other, and contribute to the organisation's performance.

### **Leadership buy-in**

Puzzle facilitated a series of workshops with the Executive and senior leader cohort to gain their alignment and commitment to the principles and standards, as well as the overarching implementation approach.

We also developed hints and tips for leading dispersed teams.

### **The narrative**

We developed a comprehensive narrative about FWOW, the rationale, co-design process and programs to support people in the transition. The narrative was the basis for all internal communications materials.

Puzzle also created a simple infographic to support the internal communications program, including the FWOW principles, minimum standards and employee program.

### **Survey findings**

Puzzle undertook extensive survey analysis, taking a deep dive into the results from individual and team feedback.

We created a comprehensive insights report and produced infographic summaries for the organisation overall, as well as the individual divisions.


### **Team Commitments**

Puzzle designed and facilitated discussions for senior leaders to consider how they would operationalise FWOW. This included a process for developing Team Commitments, which detail how they will work together and support each other under the virtual hybrid model.

Materials included the Team Commitments template, detailed agendas, facilitation guides and workshop showpacks.

## 03. THE RESULTS

The project highlighted how Puzzle's thought leadership on future ways of working, can be augmented by applying this strategic thinking in practical ways to help our clients transition to their 'new normal'.



**Maintaining culture and team connection is the biggest challenge. Agile working demands a different kind of leadership, to ensure a common employee experience, to avoid a situation of a dominant 'in office' culture, a scenario of the 'haves and have nots'.**



This was just one of our 1,100+ workplace adventures. We'd love to help you with your next adventure!

contact us

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