



**BOSTON HUMAN**  
CAPITAL PARTNERS

# Executive Survey:

The impact of today's remote work on efficiency and  
company culture

2020

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## Survey Overview

This survey was provided by Boston Human Capital Partners, Inc. and shared with executives throughout Massachusetts to identify concerns and trends that they may be experiencing due to COVID-19 and the impact sheltering in place has had on their teams and company cultures.

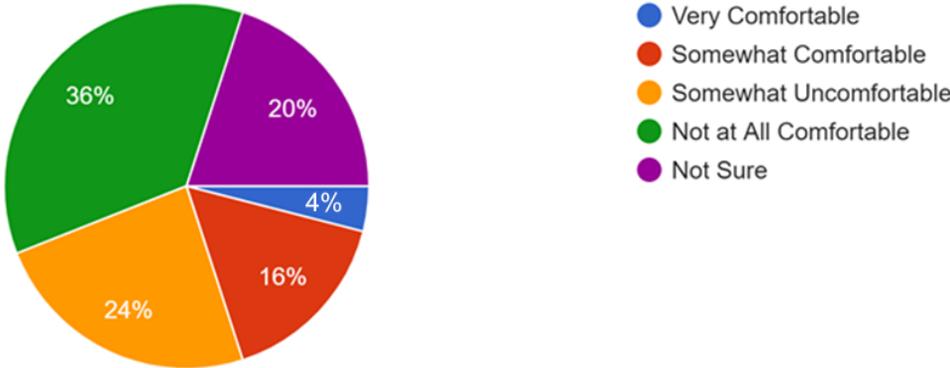
With the challenges of social distancing, executives and managers are dealing with remote employees and the complexities of managing what is a new modality for many. Things that might have already been a challenge for companies, such as onboarding/new employee integration, effective management practices, and developing cohesive cultures are now accentuated due to the new remote environment causing tremendous strain on businesses as well as their employees.



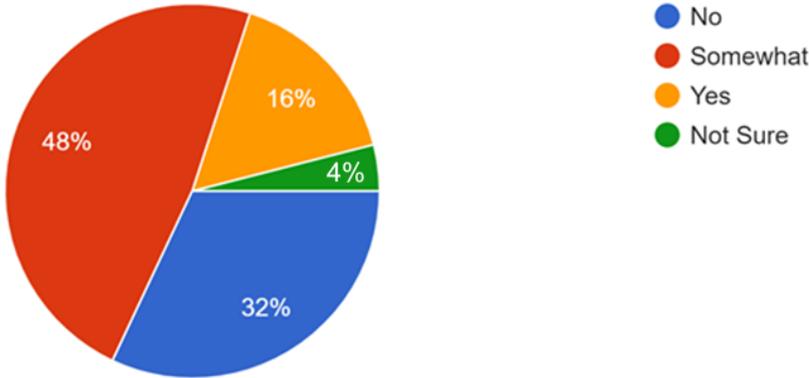
*Stress in America Report, APA 2015*

# Survey Results

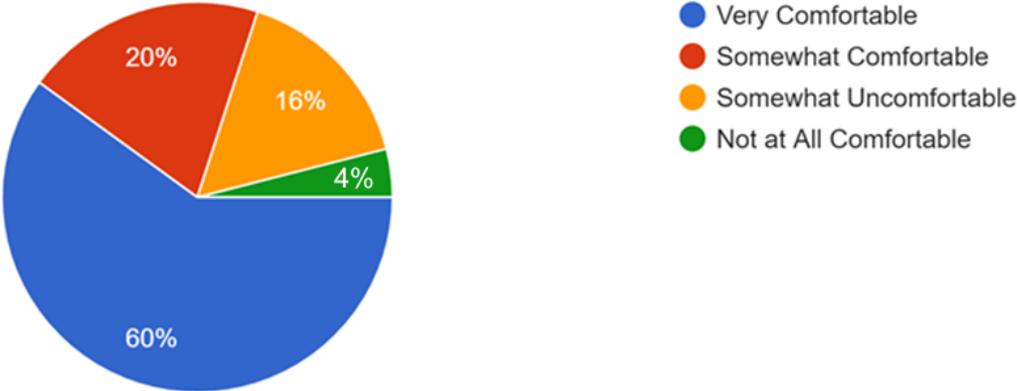
How do the majority of your employees feel about returning to the office?



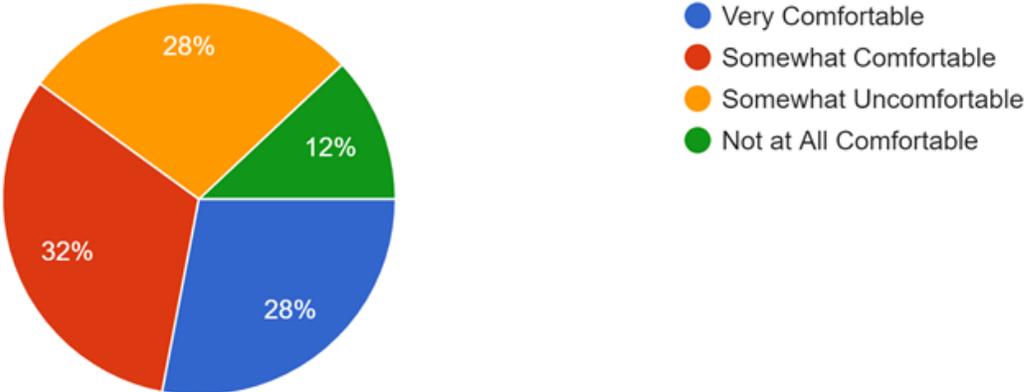
Do you feel there are legal risks in case an employee contracts COVID due to return to work?



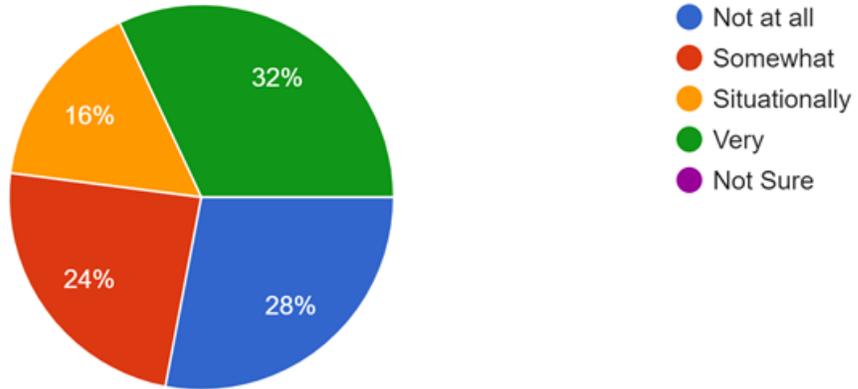
How confident are you in hiring people in a remote configuration?



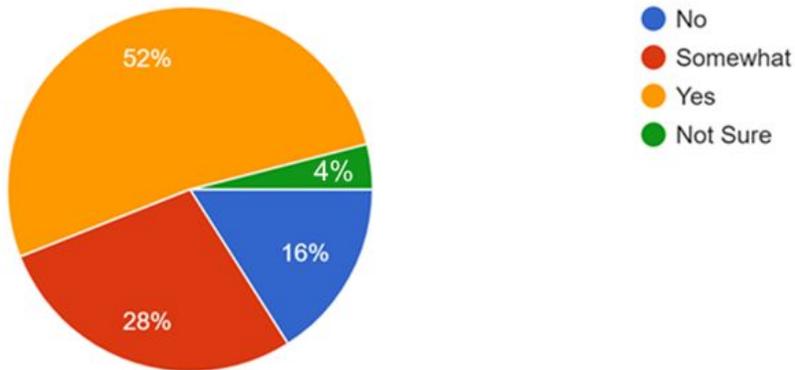
How concerned are you in handling onboarding and training remote employees?



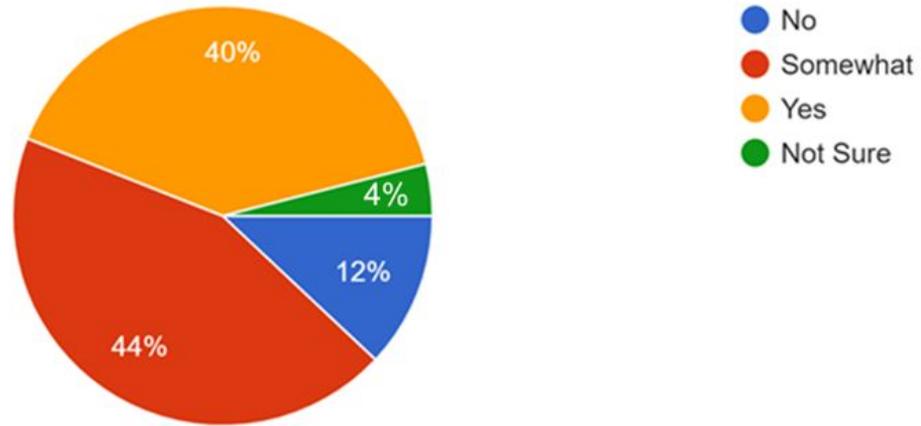
Are you concerned about degradation of your company's culture remaining remote?



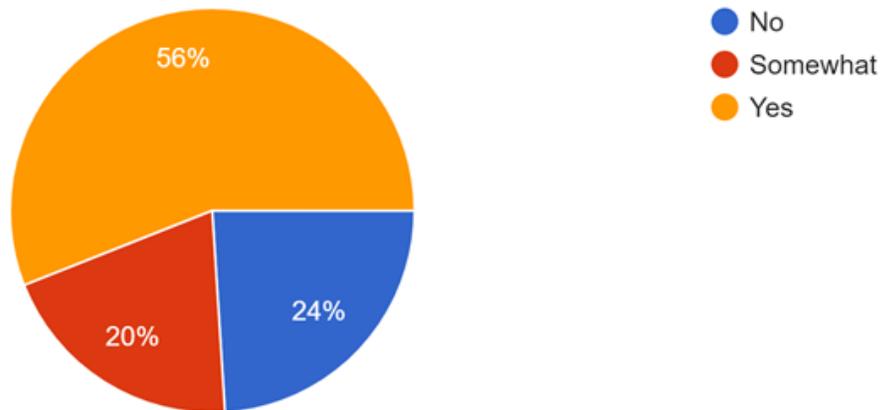
Do you believe working remotely can be done long-term and sustain group cohesiveness?



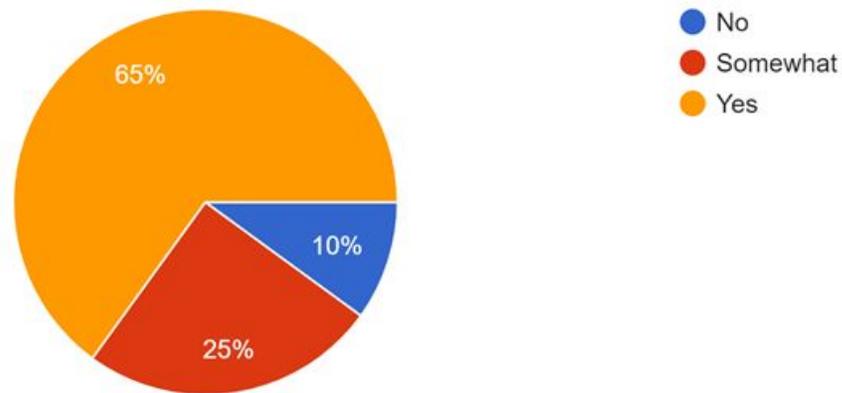
Are people getting burned out by the new “Zoom culture”?



Are you exploring new management techniques to support remote teams?



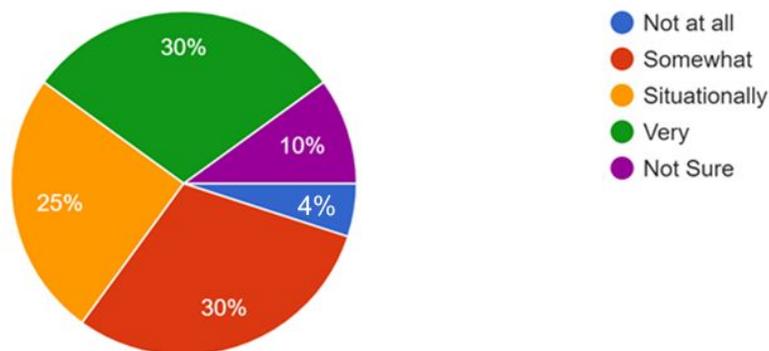
Are you continuing to measure productivity the same way?



If you have made changes please describe here:

- Focusing more on tasks accomplished rather than hours present
- Too many to list, but the main ones are leaning on managers to increase their group AND individual meetings so they can prioritize, probe, and help. Encouraging shorter meetings, and meetings cut short. Implemented Summer Fridays early, and making it clear from the top that weekend communication is strongly discouraged unless urgent or necessary.
- We made productivity measurement more important to focus on.

How confident are you in getting your team to get to know and engage with new employees?



# Interpretation of Results

What are the major areas executives' are concerned with operating their businesses in the "new normal"?

Through this survey, we found many are still evaluating what the new norm is going to look like, what the risks are, and how they can manage employees without losing productivity and overall morale of the organization.

The largest areas of concern in the survey was found to be:

36% said they are not at all comfortable with how the employees feel returning to the office.

48% think they are somewhat concerned with legal risks if an employee contracts COVID-19 due to the return to work, as well as how it could impact other employees contracting the virus.

The good news is that 60% of respondents said they are confident in hiring employees in a remote configuration and to continue working in long-term cohesive groups.

As companies shift to a more remote workforce, there are other factors that we must prepare for, including how to handle onboarding and training. 40% said they are uncomfortable to certain degrees and need additional expertise and tools.

Culture and retaining remote employees cause challenges that require adjustments as employees lose face-to-face and impromptu meetings. There are potential communication challenges, such as picking up non-verbal cues. With this in mind, companies need to find ways to get input from employees to better understand their situation and needs. Again, 48% of the respondents had concerns in this area.

Overwhelmingly, 84% of respondents indicate the "Zoom culture" has some level of issues.

This survey was based on executive responses. The pandemic's impact on employees personally and professionally can affect productivity, company satisfaction, and engagement. Gauging stress and helping employees handle this difficult situation is critical to an organization's success.

# Stress Impact on Employees

## Why Assess STRESS?

BostonHCP can help reveal sources of organizational anxiety and it starts with a Stress Assessment, which helps organizations understand whether or not the stress is dramatically rising and hampering productivity, killing company culture, or staying within reasonable levels. Once you know, you can address the root causes — which can include lack of job fit, miscommunications, or mismanagement.

Tackling the causes of stress in individuals and organizations leads to higher performance, fewer missed days and, most importantly, reinforces executives truly care for their employees.

As you look at your team, you may see people who are the picture of productivity. But looks can be deceiving. Your organization may actually be a breeding ground for stress, which is slowly chipping away at the collective morale and the individual spirit of your most valuable people. Often, stress rises and spreads unbeknownst to even the most empathetic leaders.

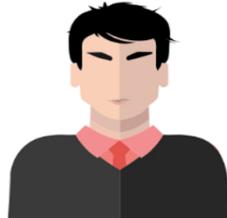
## THE SIGNS OF STRESS



### Physical Symptoms

The common physical symptoms of stress include:

- Low energy
- Aches and pains
- Frequent illness



### Emotional Symptoms

The common emotional symptoms of stress include:

- Irritability
- Feeling overwhelmed
- Moodiness



### Cognitive Symptoms

The common cognitive symptoms of stress include:

- Inability to concentrate
- Memory problems
- Poor judgment



### Behavioral Symptoms

The common behavioral symptoms of stress include:

- Eating or sleeping issues
- Procrastination
- Nervous habits

75%

Report experiencing at least one stress symptom in the last month

46%

Feel depressed or sad due to stress in the last month

43%

Say stress has kept them awake at night in the last month

26%

Say stress has increased in the past year

# Tools to Manage Culture and Stress in a Remote Environment

Usage of assessments to manage situations and people can help increase efficiency in teams, reduce turnover, improve communication, reduce workplace conflict and stress, identify best employees and grow them, and hire people ideally suited to the job – creating job matches that pleases employers and employees, too.

There are two recommended tools BostonHCP can assist with to provide the best possible outcomes in these trying times.

- 1) Stress Assessment and Management**
- 2) Behaviors, Driving Forces and Competencies Assessment** so you can better communicate and manage employees.

## Stress Analysis and Management Tool

Stress Quotient® analysis is a tool to make your ‘new normal’ a ‘better normal’. By getting an accurate snapshot of an employee or your team’s stress, you can start diagnosing stress and make changes that will begin creating a healthier, more productive workplace which leads to higher performance, fewer missed days, talent retention and, most importantly, reinforces you truly care for your employees.

Seven Stress Factors

Stress Quotient® examines seven different types of stress in individuals:

DEMAND STRESS:	Poorly designed jobs, excessive demands or poor job fit
EFFORTS/REWARD BALANCE STRESS:	High output and effort met with minimal reward
CONTROL STRESS:	High responsibility paired with low authority, and lack of control
ORGANIZATION CHANGE STRESS:	Restructuring, poorly communicated policies and leadership changes
MANAGER STRESS:	Enormous pressure or challenges from managers
SOCIAL SUPPORT STRESS:	Lack of support among peers and competitiveness
JOB SECURITY STRESS:	Fear of loss of job or threatened job status

When reviewing a group of employees or doing a team evaluation, the results can indicate organizational stress which can have profound effects on productivity and employee engagement. Identification of stress in the organization is the first step in designing a strategy to address these issues and make the workplace a more engaged and productive environment.

Each section of the Stress Quotient® details provides a more thorough understanding allowing BostonHCP to help develop a plan to address the stress.

## TriMetrix® DNA: Communication style and motivators for optimal management.

The TriMetrix® DNA is designed to increase the understanding of an individual's talents. The report provides insight to three distinct areas: behaviors, motivators, and competencies. Understanding strengths and weaknesses in each of the three areas helps to aid in management, particularly with remote employees.

### Behaviors

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- How the person responds to problems and challenges.
- How people influence others to their point of view.
- How people respond to the pace of the environment.
- How you respond to rules and procedures set by others.

### Driving Forces

The 12 Driving Forces® are established by looking at each motivator on a continuum and describing both ends. All of the 12 descriptors are based on six keywords, one for each continuum. The six keywords are Knowledge, Utility, Surroundings, Others, Power, and Methodologies.

- Identify and understand unique Driving Forces
- Understand and appreciate the Driving Forces of others

- Establish methods to recognize and understand how Driving Forces interact with others to improve communication

Once you know the motivations that drive a person's actions, immediately helps to understand the causes of conflict.

## **Integrating Behaviors and Driving Forces**

This section of the report will blend the how and the why of a person's actions. Once you can understand how behaviors and driving forces blend together, you will be able to understand how to enhance performance and experience an increase in job satisfaction.

In this section you will find:

- Potential Behavioral and Motivational Strengths
- Potential Behavioral and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing

## **Competencies**

This section presents 25 key competencies and ranks them from top to bottom, defining the person's major strengths. The skills at the top highlight well-developed capabilities and reveal where they are naturally most effective in focusing your time.

Based on the responses to the questionnaire, this report indicates the development of 25 personal skills. These 25 personal skills contribute to superior performance in many jobs.