The Age of Remote Work:
How COVID-19 Transformed Organizations in Real Time

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IBM Center for
The Business of Government

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TABLE OF CONTENTS

FOREWORD

On behalf of the IBM Center for The Business of Government, we are pleased to publish, *The Age of Remote Work: How COVID-19 Transformed Organizations in Real Time* **by Professor David C. Wyld, Merritt Professor of Management, Southeastern Louisiana University.**

The COVID-19 pandemic has transformed how Americans live. In almost the blink of an eye, the pandemic changed shopping, dining, socializing, travel, and most assuredly the world of work.

Before the pandemic, there had been a slow but steady growth in the number of workers who performed their jobs remotely. Such work arrangements went by various labels, from remote work to distance work to telecommuting or telework (a term which was used in the Telework Enhancement Act of 2010, encouraging federal agencies to engage in such work arrangements). While predictions that much work could be done anywhere arose, the COVID-19 pandemic took remote work to a whole new level as a necessity.

DANIEL J. CHENOK

Professor Wyld's report chronicles changes in modern office work arrangements across government agencies and private sector companies in response to the pandemic. The report identifies challenges facing both workers and their organizations, and outlines the recognized and surprising benefits from this massive and rapid transition to remote and hybrid work arrangements. After describing the impact of COVID-19 on the nature of work, the report recommends core tools to help government manage a changing workforce and transformed work environment.

MIKE CHON

Professor Wyld offers 8 essential building blocks of a managerial mindset better suited to a post-pandemic work environment. Along with this new managerial mindset, the report offers 8 steps to guide managers and leaders for success in efforts to thrive with any combination of work arrangements, tailored to the needs of their workforce and in the best interest of their organizations. Wyld describes how the pandemic presents an opportunity to rethink the way work gets done, and to develop a new understanding of opportunities and challenges in working remotely and in managing remote work.

This report complements the insights outlined in an earlier IBM Center special report, *Distance Work Arrangements: The Workplace of the Future Is Now*, a collection of essays on the transition to remote work in the public and private sectors.

Federal agencies have used telework and remote work to deliver mission-critical services safely and efficiently during this national emergency. Agencies now have an opportunity to leverage lessons learned and fully integrate telework and remote work arrangements into their strategic workforce plans. We hope this report can assist federal agency leaders, managers, and the entire government workforce to leverage telework and remote work in the federal government to better meet human capital needs and improve mission delivery.

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EXECUTIVE SUMMARY

The COVID-19 pandemic has been both a tragic occurrence and a transformative experience for how all Americans live and work, and for everyone around the world.

Few aspects of our modern existence have been left untouched by the effects of the coronavirus and the mitigation efforts undertaken to combat it. How we interact, socialize, educate, shop, work, and more have all been transformed in the wake of the pandemic.

With tens of millions of Americans—and many multiples of that number globally—suddenly thrust into working remotely in early 2020, companies, government agencies, and nonprofits quickly found ways to continue their operations using modern technology to transform how and where work is done. In short, the pandemic presented all of us with an opportunity to rethink the way work gets done and to come away with a new understanding of both the opportunities and the significant challenges in working remotely and in managing remote work.

Now, almost two years into the pandemic, the remote work experience has markedly changed our attitudes and expectations about where, how, and even when work should be done. Indeed, survey after survey shows that those who have worked remotely for the first time in the wake of the pandemic want to continue doing so permanently for at least part of their workweek (in which case an employee would be said to engage in "hybrid work"). In response, management across not just the United States, but globally as well, have largely come to the same uniform conclusion: remote work should be a key part of the way work is done moving forward.

This report explores the shift to remote work: how we got here, what it means for workers and organizations, what the state of remote work is today, and what steps management needs to take to best adapt to and capitalize upon this massive change. The report offers guidance for leaders and managers on how best to deal with such rapid and unprecedented change, the related challenges to such change, and the most effective way to manage remote work and remote workers.

The report examines the positive and negative aspects of remote work from the perspective of employees. The report also presents findings based on how leading American companies have

begun to adopt remote and hybrid working arrangements on a permanent basis, while analyzing the challenges of managing remote workers.

In the concluding sections of this report, the report presents two ways for how best to manage and lead in this very different and fast-changing working environment. The first tool comes in the form of a philosophical, even introspective task for management. From the perspective of management experts (including this author), having to manage various types of work arrangements across a diverse workforce will require nothing less than the development of a new managerial mindset.

The report has identified 8 "building blocks" that will be critical in developing this mindset for managing an increasingly remote workforce:

- Assure Technical Connections

- Emphasize Communication

- Foster Collaboration

- Manage and Maintain the Organization's Culture

- Exercise the "Right" Kinds and Levels of Oversight

- Build Physical Spaces That Facilitate the New Way of Working

- Manage with Compassion

- Lead with Strategic Intent

The report presents a checklist of questions to help cultivate and build a new managerial mindset. These questions will assist both individual managers and administrative teams assess how they are adapting to managing the fast-changing working environment we see today and that which will come tomorrow.

The second offering is a practical one, as this report offers an 8-step "Action Plan" for successfully implementing remote work in an organization. This 8-step program is based on the best available information and "lessons learned" from organizations of all types and sizes having shifted much—or all—of their operations at least temporarily to a remote work environment in the wake of the COVID-19 pandemic. The 8 steps are as follows:

1. Determine the purpose and timeline for remote work

2. Conduct initial assessments about remote work

3. Develop necessary remote work policies

4. Lay the groundwork for remote work

5. Implement remote work arrangements

6. Monitor and manage organizational culture

7. Support all your workers

8. Assess and communicate the results of remote work.

COVID-19 underscores the importance of resiliency and the need to be better prepared for whatever is to come. If we can take the lessons learned since March 2020, we can certainly be more prepared for the *next* shock to the system—whatever that may be. As such, this report acts as a guidebook for managing better and more proactively in what promises to be an uncertain and unsettled future.

INTRODUCTION

The rise in "out of office" work arrangements, such as telework, remote work, and a combination of on-site and remote work, also known as hybrid work arrangements, has been a growing trend for more than a decade.

For example, in 2010 the federal government adopted the Telework Enhancement Act, creating for the first time a governmentwide framework requiring agencies to determine each employee's eligibility and execute written agreements with eligible employees outlining their specific work arrangements.

Shortly thereafter, the IBM Center published a report, *Implementing Telework: Lessons Learned from Four Federal Agencies*, by Professor Scott Overmyer, presenting case studies of four cutting-edge U.S. federal agencies that successfully implemented telework. The report also examined the technological, social, operational, and managerial hurdles all organizations may face.[1] During that same period, some private sector businesses began to move their operations completely online and maintain a virtual workforce that allows employees to work from anywhere in the world.

But the adoption of these work arrangements was slow, and industry observers predicted that it would take years to make the pivot to a new workplace. Governments not only had to transition their workforces to work from home, but also had to change how they delivered services so they could be done remotely, such as using electronic signatures for contracts. However, the response to the COVID pandemic is ripping up the playbook on how work gets done. Every organization faces new ways of working. Initially, the shift away from the office was seen as a temporary stopgap measure because of the pandemic and the global shutdown. Within weeks, it became clear, however, that the transition was likely to last for months, if not longer. As explained in the IBM Center special report*, Distance Work Arrangements: The Workplace of the Future Is Now*:

> *The response across the economy and in government to COVID-19 has massively accelerated the future of work. The lofty talk about the future of work—digital transformation, a remote workforce, distributed teams, telework—is suddenly a reality in both the public and private sectors. Long-standing resistance and silos have been knocked down by a crisis that threatens the very continuity of organizations.*

The report also notes that organizations not only invested in remote work technologies such as laptops and greater access to the internet, but they invested in developing new ways to

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1.   Overmyer, Scott. 2011. *Implementing Telework: Lessons Learned from Four Federal Agencies.* The IBM Center for The Business of Government, January 2011. https://www.businessofgovernment.org/report/implementing-telework-lessons-learned-four-federal-agencies.

manage to ensure continuity to get work done. These parallel investments result in new ways to manage—oneself, others, and teams.[2]

As Nick Wakeman wrote in *Washington Technology*, "Whether you call it remote work or telework or distance work, working away from the office will remain a common practice long after the pandemic has subsided."[3] Indeed, Eddie Yoon predicted in the *Harvard Business Review* that working from home will be one of the three biggest lasting behavioral changes that will spring from the coronavirus pandemic.[4] And so indeed, the ability for more and more of us to work remotely—has been hailed as being perhaps both "the biggest legacy of COVID-19" and the "one positive thing to come out of an otherwise dark time."

Remote Work in Context

At the outset, it must be said that in the wake of the pandemic, there have been several labels and acronyms applied when talking about the concept of working remotely. This has only served to confuse the issues involved with this practice more than anything else. As such, in this report, the terms "remote work" and "remote workers" refers to work performed outside the traditional office environment and to those who spend all or part of their work time doing so.

THE NOMENCLATURE OF REMOTE WORK

There have been a variety of terms, labels, and acronyms used to refer to the notion of working remotely. These include: "telework" (the favored government label used to date), "work from home" (WFH), or now "work from anywhere" (WFA), or even "work from everywhere" (WFE). This report avoids the "acronym soup" and simply refers to any "work" done outside of the traditional office environment as "remote work" and any employees engaged in the practice as "remote workers."

The term "hybrid" ("hybrid workers," "hybrid work environment," etc.) has been commonly used in the media when referring to workers who split their time between working remotely and working in the office. This report finds the "hybrid" label likely to be especially confusing for managers seeking information on how to manage today, due to the use of the word in reference to computing and other contexts. This report uses the term "hybrid" to represent work and workers in situations where they do not work 100 percent remotely, splitting their time between working remotely and in an office environment due to its acceptance in talking about such split-time work arrangements.

2.   Kamensky, John, Emily G. Craig, Michaela Drust, Sheri I. Fields and Lawrence Tobin. 2020. *Distance Work Arrangements: The Workplace of the Future Is Now.* The IBM Center for The Business of Government, October 2020. https://www.businessofgovernment.org/report/distance-work-arrangements-workplace-future-now.

3.   Wakeman, Nick. 2020. "One Big Question: How Does Everyone Return to the Office?" *Washington Technology*, October 21, 2020. https://washingtontechnology.com/blogs/editors-notebook/2020/10/ibm-telework-report.aspx.

4.   Yoon, Eddie. 2020. "3 Behavioral Trends That Will Reshape Our Post-Covid World." *Harvard Business Review*, May 26, 2020. https://hbr.org/2020/05/3-behavioral-trends-that-will-reshape-our-post-covid-world.

Working remotely is hardly a new notion. For centuries, many workers traditionally carried out their trades from home. Remote work has been a part of many traditionally employed workers and managers' lives for some time, as email and smartphones mean that we never are truly disconnected these days. Yet, the concept has been something that hadn't taken off as many experts had predicted, even though we have had the technology to do so for many years. In fact, according to the most recent data available from prior to the pandemic, still only approximately five million American workers routinely worked on a remote basis prior to March 2020.[5] However, things changed in a big way beginning in March 2020.

A crisis gave all of us the opportunity to participate—*yes, unwillingly*—in a great experiment of how work could be rethought and reordered. What we have seen is that many of the assumptions and paradigms that underscore our modern lives—the office environment, commuting, the daily grind, etc.—were really upended in just a matter of a few days. What happened next was a period of great tension, marked by worry, fear of the virus, and a dread of what would happen next, including how—and if—we would be able to work.

Game-Changing Events and Shocks to the System

Events that are sudden, largely unpredictable, sometimes unanticipated, and that have severe consequences play a monumental role in how the future shapes out. These shocks to the system are now commonly referred to as "Black Swan" events.[6]

The concept was popularized by Nassim Nicholas Taleb in his 2007 book, *The Black Swan: The Impact of the Highly Improbable*. Taleb took a concept from nature and brought it into the business world and beyond.[7] The term became part of almost everyday media coverage and even conversations when the financial crisis of 2008 occurred.

Taleb is on record indicating that the COVID-19 pandemic is not a Black Swan.[8] Given it was entirely predictable—epidemiologists and public health leaders have been warning us about the likelihood of pandemics for years—it is what he considers a "White Swan" event. That said, the severe effect of the COVID-19 pandemic shows just how fragile our interconnected, complex systems are to such shocks, causing the kind of wider havoc that makes even something predictable, but highly unlikely, to become a true Black Swan-level event.[9]

Some have even compared the current pandemic to huge historical events, such as the Black Death, the Industrial Revolution, or World Wars.[10] Each of these Black Swan events had huge societal impacts and were "game changers." In time, we may well come to regard the coronavirus pandemic as just such a turning point, a real inflection point, in the way we live *and* work.

5.   Prive, Tanya. 2020. "How Does Remote Work Impact Your Company Culture?" *Inc*., November 24, 2020. https://www.inc.com/tanya-prive/how-does-remote-work-impact-your-company-culture.html.

6.   "A Black Swan is an unpredictable event that is beyond what is normally expected of a situation and has potentially severe consequences. Black Swan events are characterized by their extreme rarity, their severe impact, and the widespread insistence they were obvious in hindsight." Investopedia. 2021. "Black Swan Definition." July 18, 2021. https://www.investopedia.com/terms/b/blackswan.asp.

7.   Taleb, Nassim Nicholas. 2007. *The Black Swan: The Impact of the Highly Improbable.* New York: Random House.

8.   Avishai, Bernard. 2020. "The Pandemic Isn't a Black Swan But a Portent of a More Fragile Global System." *The New Yorker,* April 21, 2020. https://www.newyorker.com/news/daily-comment/the-pandemic-isnt-a-black-swan-but-a-portent-of-a-more-fragile-global-system.

9.   Lustenberger, Marc. 2020. "The Corona Pandemic: A White Swan, Not a Black Swan." *LGT.com,* May 20, 2020. https://www.lgt.com/en/magnet/investment-strategies/the-corona-pandemic-a-white-swan-not-a-black-swan/#button2.

10. Forbes, Amy W., 2021. "Covid-19 in Historical Context: Creating a Practical Past." *HEC Forum,* January 30, 2021. 33(1-2), pp. 7–18. https://doi.org/10.1007/s10730-021-09443-x.

In March 2020, almost every aspect of the way we live was radically changed with the onset of the pandemic. Health care facilities scrambled to provide care safely for more and more COVID patients while protecting health care workers.[11] Primary and secondary schools,[12] along with colleges and universities,[13] scrambled to provide online education, and in turn, students and their families scrambled to adapt to the sudden shift to remote instruction. Many scrambled to buy items that were suddenly necessities, from masks to hand sanitizer to yes, toilet paper.[14]

Likewise, businesses everywhere scrambled to provide any services they could, while simultaneously being under severe financial stress and working to ensure the safety of their staff and customers.[15] Almost overnight, millions lost their jobs, causing serious economic challenges.[16] During this period, while most sectors shut down, some work functions were categorized as "essential." Workers engaging in essential work continued performing their jobs, following new safety protocols and enduring significant stress.[17] The public rewarded these "essential workers" with all kinds of "thank you's," with *literal* applause for many of the health care workers as they came and left hospitals[18] Collectively, we found a new appreciation for the vital role played by those on today's frontlines, everyone from grocery store employees to truck drivers to sanitation workers.[19]

11.   Doherty, Tucker, 2020. "Health Providers' Scramble for Staff and Supplies Reveals Sharp Disparities." *Politico,* August 14, 2020. https://www.politico.com/news/2020/08/14/coronavirus-health-care-supplies-disparities-395105.

12.   Herold, Benjamin, 2020. "The Scramble to Move America's Schools Online." *EducationWeek,* March 27, 2020. https://www.edweek.org/technology/the-scramble-to-move-americas-schools-online/2020/03.

13.   DeVaney, James, Gideon Shimshon, Matthew Rascoff, and Jeff Maggioncalda, 2020. "Higher Ed Needs a Long-Term Plan for Virtual Learning." *Harvard Business Review,* May 5, 2020. https://hbr.org/2020/05/higher-ed-needs-a-long-term-plan-for-virtual-learning.

14.   Knoll, Corina, 2020. "Panicked Shoppers Empty Shelves as Coronavirus Anxiety Rises." *The New York Times,* March 13, 2020. https://www.nytimes.com/2020/03/13/nyregion/coronavirus-panic-buying.html.

15.   Berzon, Alexandra, Shalini Ramachandran and Coulter Jones, 2021. "OSHA's Job Is Workplace Safety. In the Covid-19 Pandemic, It Often Struggled." *The Wall Street Journal,* March 4, 2021. https://www.wsj.com/articles/oshas-job-is-workplace-safety-in-the-covid-19-pandemic-it-often-struggled-11614875112.

16.   Gould, Elise and Melat Kassa, 2020. "Report: Young Workers Hit Hard by the COVID-19 Economy." *Economic Policy Institute,* October 14, 2020. https://www.epi.org/publication/young-workers-covid-recession/.

17.   Wolfe, Rebecca, Kristen Harknett, and Daniel Schneider, 2021. "Inequalities At Work And The Toll Of COVID-19." *Health Affairs,* June 4, 2021. https://www.healthaffairs.org/do/10.1377/hpb20210428.863621/full/.

18.   Booth, William, Karla Adam and Pamela Rolfe, 2020. "In Fight Against Coronavirus, the World Gives Medical Heroes a Standing Ovation." *The Washington Post,* March 26, 2020. https://www.washingtonpost.com/world/europe/clap-for-carers/2020/03/26/3d05eb9c-6f66-11ea-a156-0048b62cdb51_story.html.

19.   Vinoski, Jim, 2020. "Thank You, Production Workers, For Keeping Us In Groceries During The Coronavirus Crisis." *Forbes,* March 31, 2020. https://www.forbes.com/sites/jimvinoski/2020/03/31/thank-you-production-workers-for-keeping-us-in-groceries-during-the-coronavirus-crisis/?sh=56a31c882a39.

While essential workers continued doing their jobs with some significant adjustments, tens of millions more of us were suddenly shifted to working remotely. The change to working completely from home brought new challenges and "externalities" that workers and their families had to adjust to almost immediately.[20] This shift to remote work also caused an unprecedented challenge for the management and leadership in every organization, and many of these managers and leaders found themselves working remotely for the first time as well.[21]

There was really no precedent—and certainly no manager's guidebook—for how to shift the way work suddenly and radically had been done and how to effectively manage this new way of operating. Indeed, the impact of this pandemic has done more to transform the way we work and how we manage work perhaps more than anything since the massive shift to wartime production in World War II.[22] From safety to staffing to service level concerns, every organization has had to adjust to the new realities brought about by this pandemic. Managers have had to balance operational needs with protocols issued to mitigate the effects of the pandemic impacting what they do, how work gets done, and where work happens.

Given the evolving nature of this pandemic and its response, workers have had to adapt to what has come to be known as the "new normal." Whether due to the stress and/or shifting priorities, many workers have chosen to change jobs or even careers, which has been labeled as "The Great Resignation." This is yet another consequence of this pandemic that has added even more strain on organizations' staffing and service levels.[23]

20. Hansen, Katharine, 2020. "Confronting the Challenges of Working at Home." *BioSpace,* May 14, 2020. https://www.biospace.com/article/confronting-the-challenges-of-working-at-home/.

21. Cerullo, Megan. 2021. "Will Employees Ever Safely Return to the Office After COVID-19?" *CBS News,* April 16, 2021. https://www.cbsnews.com/news/covid-return-to-work-safely-after-pandemic/.

22. Bernhard, Adrienne, 2020. "Covid-19: What We Can Learn from Wartime Efforts." *BBC.com,* April 30, 2020. https://www.bbc.com/future/article/20200430-covid-19-what-we-can-learn-from-wartime-efforts.

23. Morgan, Kate, 2021. "The Great Resignation: How Employers Drove Workers to Quit." *BBC.com*, July 1, 2021. https://www.bbc.com/worklife/article/20210629-the-great-resignation-how-employers-drove-workers-to-quit.

Working Remotely
Grows Exponentially

Working remotely grew exponentially in response to the COVID-19 pandemic. For many workers, this was the first time they worked from home away from their offices, and the response has been largely favorable. This held true for most workers, even as they dealt with complications caused in their work and family lives by the sudden shift to working from home. Many workers, especially younger ones, found they preferred the flexibility and other advantages to be found in working remotely.

The *Harvard Business Review* has projected that remote work will have lasting impact in a post-COVID world.[24] Leading companies across the world are increasingly making remote and hybrid work arrangements a permanent offering to their employees. What was once an arrangement of necessity for organizations to keep productivity going during the pandemic has now become a viable and beneficial option for both workers and organizations. Remote work has been found to be especially well-suited for knowledge workers, enabling them to be even more productive.[25] Remote workers have been found to be more satisfied with their jobs. They are also able to use today's tech tools to communicate and collaborate with one another almost as effectively as doing so in person, without some of the hassles and costs associated with being physically together.[26] Additionally, remote work can make an employer better able to attract and retain talented workers, particularly younger workers, in increasingly competitive labor markets.[27] In short, remote work has been found to largely "work," both for workers and for their organizations.

Lessons continue to be learned and documented about how best to pursue and manage remote/hybrid work arrangements each and every day. However, it is clear that remote work and remote workers will likely be a key part of adapting, reacting, surviving, and thriving in any future shocks to the system that may occur.[28] What this necessitates is a new approach to management and a management mindset better suited to the unique challenges and demands of a workforce largely performing its work outside the office.

Devising a new way to manage seems necessary across all industries. However, public sector executives face unique constraints in the form of bureaucratic rules, regulations, policies, and procedures. These instruments of bureaucracy can be not just constraining, but counterproductive during times of rapid change. However, the fact of the matter is that in every large organization, government agencies included, the power of culture and "the way things have been always done" is perhaps *the* biggest obstacle to making the kinds of radical changes that must be made, and made quickly, when conditions radically change.

The U.S. Federal Government and Remote Work

Prior to this pandemic, the U.S. federal government had positioned itself as a leader in promoting remote work (referred to as "teleworking" in the federal space). Telework has been encouraged both as a means of promoting employee productivity and flexibility and as a mechanism for having continuity of operations in the wake of a disaster/disruption. In fact, the now decade-old federal law, The Telework Enhancement Act, encouraged federal agencies

24. Yoon, Eddie. 2020. "3 Behavioral Trends That Will Reshape Our Post-Covid World." *Harvard Business Review,* May 26, 2020. https://hbr.org/2020/05/3-behavioral-trends-that-will-reshape-our-post-covid-world.

25. Birkinshaw, Julian, Jordan Cohen, and Pawel Stach, 2020. "Research: Knowledge Workers Are More Productive from Home." *Harvard Business Review,* May 26, 2020. https://hbr.org/2020/08/research-knowledge-workers-are-more-productive-from-home.

26. Le Phan, Linda, 2021. "Is Remote Working More Productive?: New Findings Give Us an Answer." *Ladders,* March 24, 2021. https://www.theladders.com/career-advice/is-remote-working-more-productive-new-findings-give-us-an-answer.

27. Lamb, Amber, 2021. "Is Allowing Staff to Work from Home the New Key to Retention?" *Blue Signal,* June 22, 2021. https://bluesignal.com/2021/06/22/work-from-home-key-to-retention/.

28. Levanon, Gad. 2020. "Remote Work: The Biggest Legacy Of Covid-19." *Forbes,* November 23, 2020. https://www.forbes.com/sites/gadlevanon/2020/11/23/remote-work-the-biggest-legacy-of-covid-19/?sh=cd3cc57f590d.

to engage in such work arrangements. In that time, participation in the government's telework program jumped markedly. Before the pandemic, well-over 450,000 federal employees engaged in telework on either a situational or permanent basis, with over 120,000 of these being in the Department of Defense alone.[29] According to federal worker surveys conducted by the United States Office of Personnel Management (OPM) in 2018, participants in their respective agency's telework program had higher levels of job satisfaction and performance and expressed higher intent to stay in their positions than their non-teleworking counterparts in the government (see Figure 1: The Federal Government's Pre-Pandemic Remote Work Results).[30] By way of comparison, before the pandemic, just one in five local governments and less than half of the states had any remote work policies/options in place for their workers.[31]

Figure 1: The Federal Government's Pre-Pandemic Remote Work Results

Telework dashboard—Governmentwide Results

35% CURRENTLY USE TELEWORK

58% DESIRE TO TELEWORK OR TO TELEWORK MORE OFTEN

Do not telework 65%

Telework 35%

Telework Frequency

Telework on a situational basis 15%

Telework on a routine basis 11%

Both 9%

Satisfaction

76% of employees who telework are satisfied with their agency's telework programs

Employee Outcomes

76% Increased Desire to Stay at Current Agency

72% Improved Performance

83% Improved Morale

68% Improved Health

77% Helped to Better Manage Stress

Source: United States Office of Personnel Management (OPM) (https://www.chcoc.gov/sites/default/files/2018-federal-work-life-survey-report.pdf, p. 18)

29. Thornton, David. 2018. "5 Things Every Fed Should Know About Telework." *Federal News Network,* April 25, 2018. https://federal-newsnetwork.com/workforce/2018/04/5-things-every-fed-should-know-about-telework/.

30. United States Office of Personnel Management (OPM). 2018. *The Federal Work-Life Survey Governmentwide Report,* March 2018. https://www.chcoc.gov/sites/default/files/2018-federal-work-life-survey-report.pdf.

31. Eisenberg, Richard. 2020. "Is Working From Home The Future Of Work?" *Forbes,* April 20, 2020. https://www.forbes.com/sites/nextavenue/2020/04/10/is-working-from-home-the-future-of-work/?sh=4e311ddc46b1.

Almost two years into this pandemic, many federal agencies have already reaped the benefits of telework policy maturation, mobile and IT infrastructure investment, and the sharing of lessons learned and best practices underscoring how agencies can support large-scale remote work as we enter the next normal. Though some departments excelled in the shift to remote work, others seized the crisis, leveraging gains made in connectivity, cloud services, and collaboration tools, to put in place long-term, sustainable changes to their remote work postures.

Turning Crisis into Opportunity

Even the nation's most complex and bureaucratic organization, the Department of Defense, has proven it can successfully support large-scale telework. In fact, the Department of Defense took only a handful of weeks to get millions of workers on a virtual environment called Commercial Virtual Remote (CVR), which was a suite of cloud-enabled collaboration tools. CVR ended its run during the summer of 2021. Recognized as one of the largest technology lifts the massive enterprise had ever undertaken, the department wanted to make the work-from-anywhere solution "enduring"—something that has been long wanted in the government, but difficult to achieve due to security concerns. This enduring solution has been dubbed "DOD365," which is a higher security version of Microsoft's Office 365 designed to give email, Microsoft Teams, and other collaboration functions to both in-office and remote workers.[32]

A special report on the "Future of Telework" by FedScoop offers a snapshot-in-time perspective, profiling the earliest actions and stated intentions of seven federal agencies that made the most of the shift to remote operations.[33] Here's a sample of the insights shared in this report, which illustrates quite ably how the immediate pivot to remote work has led to a fortuitous opportunity for federal agencies to transform the way government does business and delivers essential services.

- **General Services Administration (GSA).** David Shive, GSA chief information officer, told FedScoop his agency was "already a largely mobile-enabled organization. We started down that path about five years ago." So, according to Shive, when the national emergency hit, it didn't require too much change for his agency: "We did some stress-testing beforehand just to make sure that all our infrastructure was going to work well, that employees were trained who are not often teleworkers; and we did a little bit of tuning around the edges. But it really wasn't a lot different." The FedScoop report adeptly notes to keep an eye on GSA post-pandemic because as the federal landlord, the agency will likely be aggressive in sustaining an expanded telework stance.

- **NASA.** Jane Datta, chief human capital officer at NASA, admitted that although the agency adjusted to the shift to telework, it did take a little bit of time to get there. The agency already had experience putting telework agreements into place as part of its existing workforce strategy, but the pandemic required the agency to do this on a mass scale very quickly. According to Datta, at some points, more than 90 percent of the agency was working from home. NASA has learned that there are many advantages to this type of work, especially when geography is not a limiting factor.

- **National Science Foundation.** According to the FedScoop report, at one point during the pandemic, NSF had fully 100 percent of its workforce teleworking. This wasn't by luck. The agency had plenty of experience supporting telework prior to COVID-19's arrival.

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32. Barnett, Jackson. 2021. "Where DOD's Telework Goes from Here." Fedscoop, March 16, 2021. https://www.fedscoop.com/where-dods-telework-goes-from-here/.

33. FedScoop Staff. 2021. "7 Federal Agencies Making the Most of Telework Now (and Beyond)" (Part of The Future of Telework: A FedScoop Special Report). Fedscoop, March 16, 2021. https://www.fedscoop.com/list/7-federal-agencies-making-telework-now-beyond/.

"I expect after COVID that more people will appreciate working remotely and a higher portion of our workforce may want to work remotely," says Dorothy Aronson, NSF chief information officer. She also anticipates that the agency will accommodate more hybrid work arrangements because of the pandemic.

- **Department of Veterans Affairs.** The VA was one of the biggest recipients of relief money under the CARES (Coronavirus Aid, Relief, and Economic Security) Act, and according to the FedScoop report, it put that money to use rapidly scaling telework and telehealth capabilities. According to the VA CIO Jim Gfrerer, prior to the pandemic, the VA was very much an on-premises agency, meaning most employees worked physically in a department office day-to-day. But when the crisis hit, that changed in short order. Gfrerer said the VA was responsible for one of the largest "single-day deployments of Microsoft Teams," rolling out the tool to more than 400,000 users in rapid fashion.

In short, what can be drawn from this massive shift to remote work in response to this pandemic is that it is crucial for leaders to take proactive actions to provide distance workers with the resources they need to work productively and securely from home, or really, from anywhere. This will require expenditures, and in many cases, these expenditures will be quite significant. However, the benefits to be gained from working remotely are too great to simply ignore. Indeed, this will be an exciting area to watch over the next few years, as new ways of working remotely will likely be developed in the public sector that can indeed serve as models for the private sector, due to the heightened standards for data security, access, and integrity that public entities face. In other words, as we have seen with so many projects, especially on the federal level, from defense and space to clean energy to the development of the internet itself, the expenditures in this area may well provide a very real, but hard to calculate, ROI (return on investment) as government best practices transition to the private sector.

Insights from Corporate America's "Great Remote Work Awakening"

In preparing this report, research was conducted to understand better how companies across the American private sector have adapted their ways of operating in the wake of the pandemic. The findings of this research are summarized here.

Management of companies all around the world have been challenged to respond to the pandemic on a whole host of operational, logistical, and human resource issues. On the personnel front alone, leading global companies, such as Slack, Atlassian, Novartis, Wipro, and many others, have publicly pronounced that remote work will be a permanent part of their future strategies.[34] Taken together, this translates into a *far* bigger shift in the way work gets done than simply what we have seen here in the U.S. Worldwide, likely *hundreds* of millions of workers have seen their work at least partially shifted to the home environment for long stretches of time since early 2020.

I have kept abreast of the shift in remote work practices and policies for companies across America since the onset of the pandemic for this project. To supplement my "market knowledge," I conducted a web survey in late 2021 to specifically assess just how many major U.S. companies have shifted to remote/hybrid work arrangements on a permanent basis to date. I was particularly interested in the specific actions that firms have taken in this regard to ascertain what trends are emerging as management teams navigate this transition to where remote/hybrid work is becoming a permanent part of corporate strategies going forward. (*NOTE: The complete list of firms reviewed and the findings in regard to the actions taken by each specific company are available on request from the researcher at* dwyld@selu.edu).

Key Insights

The fact that so many leading companies today have publicly embraced remote/hybrid work on a permanent basis today is indeed impressive. Indeed, it may be a sign that the "office centric," "in-office"-first model that has dominated work for well-over a century is fading. As Richard Fairbank, Capital One CEO, put it: "While remote virtual work is something people have done in some jobs for decades, we collectively discovered something remarkable during this pandemic. Remote work is not a niche opportunity. It works at scale in the mainstream."[35]

Here then are some interesting characteristics discerned from this reports research into Corporate America's shift to implementing remote/hybrid work environments to date. Do note that specific companies often fell into two, three, four, or more of these characteristics as they shifted toward greater use of remote work strategies.

The CEO's Journey of Self-Discovery
There is an increasingly common recognition amongst corporate leaders that the greater use of remote work arrangements is not only the smart thing to do, but also the right thing to do. Again and again, top corporate executives would state just how much their own personal ideas and views about remote work had markedly changed over the course of the pandemic. This came not just from their own remote work experiences, which a number admitted totally changed their personal views on working outside of the office. Even more so, the attitudinal changes came as corporate leaders saw their managers and their employees adroitly adapt to the changing circumstances and get work done in new and innovative ways.

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34. French, Laura. 2021. "Out of Office: The Global Shift Towards Remote Working." *World Finance,* March 3, 2021. https://www.worldfinance.com/strategy/out-of-office-the-global-shift-towards-remote-working.

35. Clabaugh, Jeff, 2021. "Capital One Becomes a Hybrid Work Company." WTOP *News,* June 29, 2021. https://wtop.com/business-finance/2021/06/capital-one-becomes-a-hybrid-work-company/.

Early Adopters

Tech companies were largely, but not exclusively, the "early adopters" in moving to remote work on a permanent basis. Several significant tech companies were at the vanguard of moving to embrace "remote first" work futures for their organizations early-on during the pandemic. They and their CEO's certainly served as role models during 2020 for other organizations across the economy to make the shift, stressing the need for flexibility and adapting to a very changed environment. And as the pandemic has worn on, more and more companies have followed their lead across a diverse range of industries.

Remote Forever

There are now an increasing number of firms moving to "remote forever" work strategies. Some prominent companies have embraced "remote forever" work models, announcing that they have no intention of returning their employees to their offices in the future. Some have even gone so far as to begin recruiting potential workers from anywhere. This enables them to make use of the services of the best qualified people wherever they happen to reside in an environment where geography no longer limits their recruiting ability, as proximity to the "office" no longer is of concern to such firms or their workers.

Let Employees Decide What Works Best

Companies are embracing the model of permanently letting their employees decide where they want to engage in work. Both inside and beyond the world of technology, firms have announced that they will leave it up to their employees to decide for themselves just how, where, and often when they want to work going forward. They have set up a situation where they will allow workers to self-determine their work patterns, with the aim of all of this being to have employees find the right mix for both themselves *and* the company. And so how much, how often, and even if an individual worker will be in the office will be up to them to decide, based on the needs of their specific assignments and those of the work teams they are involved with during their work.

Restructuring the Work Week

Companies have been very public in saying that while they embrace remote/hybrid work, they still see in-office work as a vital part of how they will operate going forward. Most firms have announced very flexible policies in this regard, specifying specific percentages of the work week and/or days of the week that employees would still come into their offices. Some companies however have specifically announced that they would have core days in which everyone would be required to work in the offices (generally midweek), with flexibility for Mondays and Fridays.

We've Elected to Defer

While they seem to have largely embraced remote work, some corporate leaders have very publicly announced that they would defer any *permanent* decisions as to how their organizations would operate going forward for some time. Both in the tech and non-tech areas, while allowing their employees to work remotely for now, we have seen companies state that they would not make any permanent changes, some even citing the impact of the variants (first Delta and now Omicron), until later in 2022 or even 2023!

Reconfigure the Office Pronto

Organizations have publicly recognized that the office will be forever changed for their workers, and as such, they have prioritized redesigning the office to facilitate the most productive working environment. A surprising number of companies have announced that one of their highest priorities today will be redesigning and reconfiguring their office spaces to meet the needs of remote/hybrid workers for the times that they will be working "in office." In addition to ensuring that their offices will be as safe as possible in the age of the coronavirus (emphasizing social distancing, enhanced ventilation, open air areas, hygiene, etc.), firms both in the tech and non-tech areas have publicly pronounced that they would be moving to make their office environments more conducive to the kinds of collaborative work that will draw employees into the office.

Cancel Leases and/or Sell Corporate Headquarters

Perhaps the most surprising theme to emerge from this research is the number of companies that have already publicly announced going well-beyond reconfiguring their offices. A surprising number of companies have announced that they would be greatly reducing their office footprint in conjunction with the changes in the work strategies of their employees. Some have simply stated that they would be looking at not renewing leases on existing office spaces, while others have taken even bolder steps. One tech firm announced that it would look to sell its corporate headquarters, and one prominent retailer went so far as to announce that they would not be moving into their newly built corporate headquarters! The "real estate" implications of such corporate decisions will be one of the key discussion points in the next section of the report.

This researcher sees that there is also a great deal of movement toward making wider use of remote and hybrid working arrangements across the American economy. The reasoning behind this is quite simple. Workers today increasingly want the freedom and autonomy that working remotely provides them, along with all the ancillary benefits that come from being able to work from home—or today, anywhere. And so to compete for and retain the talent you need in your organization, the ability to offer employees the chance to do their work in what may not be the traditional way, but in a more modern way that fits far better with the societal, economic, environmental and technological realities of today, will be a key differentiator for all organizations moving forward.

With organizations seeing that they can maintain—or even improve—their operations with a new operating model incorporating a great deal of remote working, remote and hybrid work is fast becoming a best practice way of managing. And certainly, the "Great Remote Work Awakening" that is taking place will likely be one of the things that we, as a society, can point to as one of the few positive things to emerge out of the COVID-19 pandemic.

Remote Work:
An "Imperfect Experiment"

While approximately five percent of the American workforce had been working remotely full-time prior to the pandemic, the coronavirus pandemic forced tens of millions of people in America alone to suddenly work from home in early 2020. This shift to remote working was, of course, abrupt and unplanned. In fact, the COVID-19-induced change to remote working has been labeled by *Time Magazine* and others as an "imperfect experiment" on how remote work could and should be used in the future.[36] The reason for such a description involves two factors that makes the experiment an "imperfect" one: 1) the sudden onset of the pandemic; and, 2) the inability for most organizations to have adequate planning and resources available to be able to effectively adapt to the circumstances. Additionally, workers themselves had to deal with many other factors at play in adjusting to working from home, including the child-care and K-12 school closures that greatly complicated their lives. Yet, many of us found that remote working worked for us—for the most part—and enabled work to go on, and so too importantly did many employers as well. The fact that much work went on without a significant impact on productivity has indeed been widely perceived as a game changer and a significant lesson learned from this pandemic.

The Pros and Cons of Remote Working

There has been a wealth of survey-based research done on how workers have adjusted to working from home and adapted to a remote work environment. There continues to be no shortage of continuing scholarly, media, and corporate assessment of what all of this—the pandemic-induced shift of much work to being done remotely—"means." There has also been much speculation about what the future of work will hold and what work will look like moving forward.

Rather than going through these research pieces one at a time, the general findings are consolidated into a readily digestible form. What is amazing is that across almost all the research, there were surprisingly consistent results, even across countries and continents, as to the positives and pitfalls of working remotely for both workers and managers alike.

The Positives of Working Remotely

From the surveyed literature, there are many constants regarding the benefits of working remotely. These center around three general themes:

1. Productivity

2. Autonomy

3. Convenience

Productivity

Workers have consistently self-reported that they are more productive working remotely, at least after an initial adjustment to their new working environment. Across the many studies reviewed, workers identified a variety of factors contributing to their productivity, including having an increased ability to focus and having fewer distractions than in a traditional office environment. In sum, when looking at productivity issues, what was found across almost all research studies was that workers found themselves to be more productive from home doing tasks that require intense concentration and focus. If anything, the pandemic experience proved that work that is best done individually and in isolation (often referred to as "knowledge work" today) can be just as effectively done, if not more so, from home than in an office or a cubicle.

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36. Banjo, Shelly, Livia Yap, Colum Murphy, and Vinicy Chan. 2020. "Coronavirus Outbreak Is World's Largest Work-From-Home Experiment." *Time,* February 3, 2020. https://time.com/5776660/coronavirus-work-from-home/?utm_source=link_wwwv9&utm_campaign=item_288956&utm_medium=copy.

Autonomy

Remote workers cited the importance of autonomy for being more productive, and in many cases, happier with their work. Working remotely affords workers the ability to work how, when, and where they want. Many cited more control over their schedule and the ability to limit typical office distractions as key factors in making their work experience outside the office more satisfying.

MANAGERS' PERCEPTIONS OF WORKING FROM HOME

Certainly, one of the more interesting notions to come out of the pandemic experience is managers' perceptions about working from home. Prior to the pandemic, many managers held the perception that working from home meant that workers would simply not be working. In fact, Peter Cappelli, director of the Center for Human Resources at the Wharton School, stated: "I think many employers have resisted it (remote work) irrationally because local managers assumed people would be goofing off."[37]

However, as more managers found themselves working from home during 2020 and into 2021, their attitudes toward remote work changed markedly. As they had the opportunity to see and experience how working from home could be just as productive, many managers overcame their personal biases toward remote work. They saw that in their own home working environment, matters that formally could have severely disrupted a workday, such as a doctor's appointment or a teacher meeting, could be effectively and efficiently dealt with during the workday, simply by time shifting one's work. Thus, the "experiential effect" cannot be minimized in importance in terms of changing managerial attitudes toward remote work and remote workers.

Convenience

Many workers across numerous surveys identified the "convenience factor" of working from home as a major benefit for them. Remote workers cited their ability to "do" other things during the course of their workday, everything from doing small household tasks to being able to care for and interact with their children and other family members, as contributing to the convenience factor of working from home. Gaining back commuting time and the cost savings associated with commuting were also viewed as benefits that greatly contributed to this convenience factor.

37.   Krause, Reinhardt. 2020. "Will Working from Home Outlast the Coronavirus Crisis?" *Investor's Business Daily,* Mar 24, 2020. https://www.investors.com/news/technology/working-from-home-will-social-distance-outlast-coronavirus-emergency/.

Changing Attitudes Over Time

One thing that is very interesting is how attitudes toward working at home have changed over the course of the pandemic. A longitudinal study was conducted by the research firm, YouGov, which investigated the changing perceptions on the benefits of working from home over the course of many months. These results are summarized in Table 1 (Changing Perceptions of Work from Home Benefits During the Course of the Pandemic), which shows a significant positive shift in employees' attitudes toward working remotely.[38] Employees working from home came to place greater values on their abilities to be more focused and productive in their work, while also appreciating having more flexibility in determining how and when they would engage in work activities. In contrast, the study indicates that over time, remote workers placed a lesser emphasis on things like not having a commute, dressing more casually, and being able to do household tasks.

Table 1: Changing Perceptions of Work from Home Benefits During the Course of the Pandemic

Benefits to Working from Home	January 2021	April 2020	Increase
Increased focus	25%	18%	7%
Increased productivity	32%	22%	10%
Flexible hours	63%	53%	10%
More autonomy with my work	36%	n.a.	n.a.
Spending more time with family or other household members	39%	45%	-6%
No commute	68%	68%	0%
Fewer distractions	22%	17%	5%
Ability to do small household tasks while also working	52%	60%	-8%
Ability to socially distance	51%	61%	-10%
Ability to dress more casually than I would in an office environment	55%	68%	-13%
Other	3%	3%	0%
None	4%	3%	1%

Source: Ballard (2021, n.p.)

The Pitfalls of Working Remotely

Along with the wealth of research indicating the positive benefits of working from home, negative consequences persist. Workers consistently reported that "Zoom fatigue" has been a very real consequence from working outside the office. However, the serious issues surrounding remote work largely centered around connectivity. That is, both internet connectivity and human connectedness. Remote workers are almost totally reliant on internet connectivity to be productive. Those surveyed admitted frustrations with spotty internet connections and the complete inability to connect with co-workers beyond the various virtual platforms.

38. Ballard, Jamie. 2021. "Most Remote Employees Don't Want to Return to the Workplace after the Pandemic." YouGov, January 19, 2021. https://today.yougov.com/topics/economy/articles-reports/2021/01/19/remote-employees-work-from-home-poll.

Technical Connections

The research done over the past year has shown that many of us are fortunate enough to have very good home technology setups and connections. However, many more of us do not. Beyond the matter of computing and networking hardware though, the forced shift to the home as a work site shone a spotlight on just how important access to broadband and fast internet connectivity is today. Whether it is workers who simply cannot afford such connections and/or who find themselves in rural parts of the country where the availability of broadband is more limited, this is certainly an issue that needs to be addressed going forward. This is true both on the organizational and/or agency level (to help workers with their technology needs for remote work) and from a public policy perspective (addressing the need for greater access to broadband). Additionally, remote workers have grown increasingly frustrated over the problems that were inherent in using online meeting platforms over meeting in person. While convenient, online meetings lack many of the human qualities that make seeing and talking with people in person such a rich communications medium.

Human Connections

In terms of human connectivity, the most concerning findings from almost all studies of remote workers conducted over the course of the pandemic has been that those working from home commonly and frequently reported increased feelings of isolation, anxiety, and even depression stemming from their remote work status. Such mental health issues are a multifaceted phenomenon, and as such, require much more study. However, the consistency of findings in this area is alarming and may need to be considered as organizations continue to mainstream remote/hybrid work arrangements.

Moreover, the research indicates feelings of disconnectedness have been found to be quite common among younger workers and in those newer to an organization. This lack of connectedness can lower productivity and increase turnover levels. Along with these specific, measurable impacts, diminished connectedness can also harm organizational culture in subtle, yet substantial, ways.

The Bottom Line on Remote Work

What emerges from the survey research is that, by and large, many workers prefer remote work arrangements. Workers consistently and strongly reported a desire to continue doing so after the pandemic, either in a full-time or flexible-time capacity. In fact, across most of the studies reviewed for this report, while the tail end of the distributions showed workers who preferred to work totally in the office or totally from home, in almost every case, the vast preponderance of the presently remote workers surveyed wanted a "happy middle ground"—a hybrid work arrangement—to become the norm in the post-pandemic environment. In other words, most remote workers, seeing the perceived benefits of working from home, while also factoring in the negatives of doing so, do not want to return to the office full-time. Workers now prefer to do work requiring concentration and individual effort at home, and they increasingly want to only come into the office for collaborative work.

The surveys conducted to date also consistently showed that workers would factor the ability to work remotely into their job considerations, both in terms of their willingness to stay in their present jobs and/or to leave for a new opportunity. Studies also indicate that workers perceive the ability to work remotely, and the tangible *and* intangible benefits of doing so, as valuable to them. In fact, many would either take a pay cut or see the ability to work from home itself as being equivalent to a pay raise.

The bottom line then for all organizations is simple and stark: the ability to work remotely will be an important factor, perhaps *the* most important one, in job considerations moving forward, particularly among younger workers. To be competitive, organizations will need to recognize this reality and find innovative ways to accommodate the expressed desires of employees to have options regarding how and where to perform their work functions.

Key Management Challenges

There is a wealth of challenges that arise in managing remote and hybrid workers. These are issues that are important for consideration, but which go far beyond the scope of the present research project. As such, these will be mentioned briefly here, along with links to articles with more detailed discussions of each of them written by this author to provide further depth on these important management challenges.

- **Productivity.** There is perhaps no more important managerial issue on the horizon than a simple question: How does remote work impact productivity. While there is anecdotal evidence pointing to productivity gains, there is still a paucity of research in this area—one that will be critical as both private sector companies and public sector agencies alike make decisions on how to structure work moving forward. To delve into the productivity issues further, please read "The WFH Series: Addressing the Productivity Concerns Associated with Remote Work."[39]

- **Technology and Security.** With increasing numbers of workers working on a remote basis, even part of the time, there are serious tech and security issues that arise for management to deal with. This is especially true in the public sector. While there are very real data security concerns that are arising with the increase in remote work, there are also practical budgetary and technical issues that must be addressed by IT managers throughout both the public and private sectors. You can delve further into these issues by reading "The WFH Series: Addressing the Tech and Security Concerns of Remote Work."[40]

- **Measurement and Assessment.** The question of how to measure and monitor their work and productivity has come to the fore in a shifting work environment. Much of the way we manage through observation is rendered useless when dealing with remote workers, and the metrics of individual and organizational success may well need to change as we change the way we work. We must adapt to managing based more on results, rather than process. Thus, measurement issues are a top managerial concern with the shift to increased levels of remote work. To explore these issues further, please visit "The WFH Series: Addressing the Measurement Challenges Involved with Managing Remote Work."[41]

- **Fairness in Managing Remote Workers.** Issues of fairness also have been raised concerning remote workers. There is concern today that the choice to work remotely, whether made by the employees themselves or by their managers, could have significant negative impacts on their careers and how they will be treated by management. This is especially true when it comes to matters such as job evaluations, promotion, and career advancement. To delve into the issues of fairness posed by remote work, please read "The WFH Series: The Troublesome Issues Involved in Managing Remote Workers Fairly."[42]

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39. Wyld, David C. 2021. "The WFH Series: Addressing the Productivity Concerns Associated with Remote Work" *Journal,* August 2021. https://vocal.media/journal/the-wfh-series-addressing-the-productivity-concerns-associated-with-remote-work.
40. Wyld, David C. 2021. "The WFH Series: Addressing the Tech and Security Concerns of Remote Work." *Journal,* August 2021. https://vocal.media/journal/the-wfh-series-addressing-the-tech-and-security-concerns-of-remote-work.
41. Wyld, David C. 2021. "The WFH Series: Addressing the Measurement Challenges Involved with Managing Remote Work." *Journal,* August 2021. https://vocal.media/journal/the-wfh-series-addressing-the-measurement-challenges-involved-with-managing-remote-work.
42. Wyld, David C. 2021. "The WFH Series: The Troublesome Issues Involved in Managing Remote Workers Fairly." *Journal,* August 2021. https://vocal.media/journal/the-wfh-series-the-troublesome-issues-involved-in-managing-remote-workers-fairly.

- **Office Design and Space.** There is a growing realization that some of our very fundamental notions about office designs will need to be radically changed. We will need offices that are more flexible, more geared for collaboration, and more focused on safety and health of the worker. We will also need less total office space as more workers work remotely, along with newfound capabilities to manage the "flow" of workers in and out of offices. To learn more about what this will mean in terms of what offices will look like moving forward and how organizations should adapt, please look at the questions surrounding the office of the future in "The WFH Series: Redesigning and Rethinking the Office of the Future."[43]

- **The Public Policy Impacts of Management Decisions.** Finally, one of the very real issues facing management in large private sector companies and administrators in the public sector is that their decisions regarding how to structure their organizations' work and workers have *very real* implications and ramifications outside of their own organizations. For instance, there are spillover effects from having less people working in actual offices on transportation needs, local economics and small businesses, the real estate market (both commercial and residential), and even on local governments. Also, greater reliance on remote work by organizations will put more importance on the access to broadband for all, as access to fast, reliable internet connectivity will become even more essential going forward, making broadband an even more important public policy issue. To explore how organizational decisions regarding remote work have specific economic and public policy implications, please read "The WFH Series: The Implications of the Looming Demise of the 'Commuter Industrial Complex.'"[44]

43. Wyld, David C. 2021. "The WFH Series: Redesigning and Rethinking the Office of the Future." *Journal,* August 2021. https://vocal. media/journal/the-wfh-series-redesigning-and-rethinking-the-office-of-the-future.

44. Wyld, David C. 2021. "The WFH Series: The Implications of the Looming Demise of the 'Commuter Industrial Complex.'" *Journal,* August 2021. https://vocal.media/journal/the-wfh-series-the-implications-of-the-looming-demise-of-the-commuter-industrial-complex.

Developing a New Management Mindset

One of the most profound and lasting impacts of the COVID-19 pandemic is the exponential increase in remote work. Today, managing fully remote and hybrid workers, and integrating and coordinating their efforts with those who do remain working in the traditional office environment, is becoming a vital administrative task.

First, the shift to increased remote work and the management of an increasingly blended mix of remote/hybrid and traditional (in-office) workers necessitates a new managerial mindset. There are 8 elements that form the "building blocks" of this new managerial mindset, and this report provides a checklist of questions for each of these qualities/attributes. These questions will help both individual managers and administrative teams assess how well they are doing in adapting to managing the fast-changing working environment we see today and that which will come tomorrow.

Building Blocks to a New Managerial Mindset

Gartner recently captured the magnitude of the challenge—and opportunity—before us today:

> *The way we have adapted to working during the pandemic has shattered antiquated assumptions about work design. Executive leaders now have a unique opportunity to break from a location-centric model of work designed around industrial-era constraints, and to redesign work around a human-centric model to secure digital-era talent and deliver business outcomes.*[45]

To accomplish this, Harvard professor Tsedal Neeley recently called for nothing short of a "mindset shift" when it comes to managing.[46] Indeed, the move to a different way of working will mean that we will need to develop a new way of not just thinking about managing, but *actually* doing it, in the next normal.

Supervisors, administrators, and executives in all organizations, and in all governments as well, will be challenged to adapt to a very different managerial environment—one that will require them to take on new roles and to do almost all "old things" in new ways. Yes, there will need to be new policies and new training efforts. Yes, there will need to be decisions made at every level in every organization regarding who will work remotely, how much they will do so, and what they will need to successfully do so. There will need to be intentional efforts undertaken on a rather constant basis to ensure that everyone in the organization, no matter where they may do most of their work, work effectively together, and are on the same team. There will also need to be new ways of measuring just how well all of this "works" to manage effectively.

Most of all however, there will need to be nothing less than this significant mindset shift in managing, one that will certainly make effective, proactive management more important and

45. Gartner, 2021. *Redesigning Work for a Hybrid Future (ebook)*, August 2021. https://emtemp.gcom.cloud/ngw/globalassets/en/insights/documents/future-of-work_ebook.pdf/.
46. Neeley, Tsedal, 2021. "12 Questions About Hybrid Work, Answered Advice on inclusivity, onboarding, performance measurement, and more." *Harvard Business Review,* September 28, 2021. https://hbr.org/2021/09/12-questions-about-hybrid-work-answered?utm_medium=email&utm_source=bigidea_flexibility&utm_campaign=email_update_20210930&utm_content=bilist&deliveryName=DM152941.

more challenging than ever. I have identified 8 elements that are "building blocks" to forming this new managerial mindset:

- Assure Technical Connections

- Emphasize Communication

- Foster Collaboration

- Manage and Maintain the Organization's Culture

- Exercise the "Right" Kinds and Levels of Oversight

- Build Physical Spaces That Facilitate the New Way of Working

- Manage with Compassion

- Lead with Strategic Intent

Questions are posed under each building block that need to be asked—both today and in the future—by executives, managers, and administrators as they seek to lead and to navigate their organizations and agencies in the fast-changing work environment.

Assure Technical Connections

- Do your workers have the computing resources and level of connectivity they need to do their work just as productively—and securely—from their homes as they do in their offices?

- If you have workers who live in locations where the level of broadband necessary to effectively conduct all necessary work activities (including using videoconferencing and other high-speed internet dependent tools) is unavailable, do you have a workaround available to them?

- Are there issues with the security of the connectivity, devices, apps, etc., being used by employees to do remote work that need to be addressed from a practical and/or policy perspective?

- What is the cost of the additional computing resources/connectivity for remote work being incurred by employees, and how will the organization work with remote workers to compensate them for such cost?

Emphasize Communication

Communication has, of course, always been an essential part of being an effective manager and leader. But as we move into the next iteration of how work will work, communicating—constantly, purposefully, and effectively—will be more important than ever for all managers at every level in organizations, from the frontlines to the executive suite. Those who manage will be challenged on the communication front to use all the technologies at their disposal to communicate in ways to help keep remote/hybrid employees engaged not just with their supervisors, but with the organization and their coworkers, no matter where they might be working from at the moment. In this area, we offer questions for managers to consider as they seek to address the communications challenges ahead:

- Where are the communication gaps/bottlenecks/blackout areas in the current working arrangement with remote/hybrid employees, and what can we do to resolve/improve them?

- How can I best make use of various modes of communication (asynchronous ["on demand"] vs. synchronous ["real time"]) and the tools/platforms (online meetings, email, collaboration tools, etc.) available today to most effectively communicate with employees and to guard against digital burnout, overload, etc.

- What can I do to help improve communication with remote workers on a number of different fronts, including communication with their coworkers, communication with those within the organization (especially concerning employees with whom they infrequently communicate), and most of all, ensuring open lines of communication between all workers (remote, hybrid, and in-office employees) between them and myself?

Foster Collaboration

One thing that we know will be essential moving forward is that no matter if workers are working remotely one, two, three or even five days per week, there will be a great need to promote and enable the kinds of collaboration that are essential to producing good work. In this area, we offer questions for managers to consider as they seek to address the collaboration challenges ahead:

- How do we, both from a managerial and an individual employee standpoint, go about making decisions in regard to what tasks, activities, projects, etc., need to be done collaboratively versus those that can—and should—be done on an individual basis?

- How do we most effectively and efficiently manage the coordination that needs to take place in order for activities to be done in a timely fashion and for unit/agency goals to be achieved most effectively?

- How much do we, as managers, let teams self-manage their scheduling (i.e., in-office time), in order to allow them as much autonomy as possible within the necessary parameters of managing the entire work unit and the office space needed for work activities?

- What tools are available for management and for workers to make use of to more effectively go about managing collaborative activity, both on the macro level and in terms of self-managing the individual and his or her work teams?

- How do we build a true sense of collaboration, both within work teams and within larger units, up to and including entire sites and the organization itself, and foster feelings of "oneness" among all employees, no matter how/where they work to best build a culture that focuses on innovation, creativity, and success?

- How can we effectively measure collaboration, in terms of not just outcomes, but process, contribution, intensity, etc.?

Manage and Maintain the Organization's Culture

As we have seen, the challenge of managing—and maintaining—organizational culture will be greater than ever as more and more "work" is done outside of the traditional workplace. In this area, we offer questions for managers to consider regarding proactively managing cultural issues:

- What can managers do to help reinforce key aspects of the organization's culture, even with those employees working remotely and/or entirely from home or elsewhere?

- What tools, activities, special programs, etc., can we undertake that will help perpetuate the organization's culture?

- What "simple steps" can managers take (i.e., virtual "office hours" or "coffee times") to maintain connections with their employees—both individually and with teams/groups—on a regular basis?

- How do we best onboard employees who will be working either entirely or largely remotely?

- When it comes to both new hires and those who have been with the organization for only a short time, how can we best educate and inform them about the organization's culture and transmit the important tenants and values of the organization to them in a way that "sticks"?

Exercise the "Right" Kinds and Levels of Oversight

The whole notion of managerial oversight will have to change with more and more work being done remotely, from a focus on observation and monitoring of employees to reporting and evaluating employee performance. The challenge for all who manage in this new environment will be to employ—in a new way—what Tom Peters famously labeled as simultaneously "loose" and "tight" controls in managing work and workers moving forward.[47] In this area, questions are posed regarding the proper approach to exercising the "right" kinds and levels of oversight in the next normal, which include:

- How do we best supervise a very different workforce, managing more for results than by direct observation?

- How do we best develop policies and procedures for overseeing remote/hybrid work, and how do we go about measuring the effectiveness of such and obtaining measurement results that can be used for timely management decisions?

- How do we make "good" decisions regarding things like promotions, raises, etc., among workers who have very different "presences," both in the physical office and in the minds of managers, and be able to do so fairly and equitably?

Both now and into the future, there will be intense interest in the use of software by organizations to monitor the work—and work habits—of remote employees. Already, research has shown that one in five employers routinely monitor all of their employees' computer usage through surveillance software.[48] With the increasing numbers of workers who will work all or part of the time outside of the traditional office environment, the use of computer monitoring is forecast to grow rapidly (it grew by over 50 percent in the first six months following the onset of the COVID-19 pandemic in the U.S.),[49] bringing with it significant privacy concerns that will need to be addressed both by organizations and government regulators.

Build Physical Spaces That Facilitate the New Way of Working

More and more, an organization's offices will need to become a "destination," with amenities and spaces that draw workers together.[50] In this area, questions are posed that seek to address both the needs and costs associated with these physical changes:

47. Peters, Tom. 1990. "In Search of Autonomy." TomPeters.com. https://tompeters.com/columns/in-search-of-autonomy/.

48. Hughes, Owen. 2021. "Bosses Are Using Monitoring Software to Keep Tabs on Working at Home. Privacy Rules Aren't Keeping Up." *TechRepublic,* January 22, 2021. https://www.techrepublic.com/article/bosses-are-using-monitoring-software-to-keep-tabs-on-working-at-home-privacy-rules-arent-keeping-up/.

49. Alsever, Jennifer, 2021. "Your Company Could Be Spying on You: Surveillance Software Use Up Over 50% Since Pandemic Started." *Fortune,* September 1, 2021. https://fortune.com/2021/09/01/companies-spying-on-employees-home-surveillance-remote-work-computer/.

50. Singleton, Sage, 2021. "Office Spaces with the Right Amenities Are Making a Post-Covid Resurgence." *The Advisor,* August 2021. https://www.utahbusiness.com/archives/theadvisor-2021/.

- Based on our anticipated use of remote/hybrid working arrangements, what will be our overall need for office space three months from now? Six months from now? A year from now? Long-term?

- Based on the work needs of the organization and the work preferences of employees, what types of spaces will we need to provide for teams/groups/individuals to be able to best accomplish their work in the physical office space we provide?

- What types of physical changes will we need to make to our existing and/or new office space to best accommodate the needs of our workers?

- What aspects of office design do we personally encounter—and do our employees encounter—in our dealings with other firms (suppliers, customers, government agencies, etc.), and how can we take these ideas and best practices into designing our own office and workspaces?

- How do we justify spending on office renovations to meet the needs of a changing workplace, and how do we measure the effectiveness of implementing such new design features (i.e., space utilization, employee input, productivity, etc.)?

- How should we address the costs borne by employees for working from home, specifically for computing and networking resources, as well as setting up a home office?

Manage with Compassion

The pandemic has put proper emphasis on the mental health and well-being of employees. It has reminded us that an essential quality of a manager and leader in a post-pandemic work environment, regardless of work arrangement, is compassion. This is especially important given the demonstrated risk that distance workers can be susceptible not just to feelings of isolation from their colleagues, but also more vulnerable to depression and anxiety.

Compassion is defined as the quality of having positive intentions for others. Compassion fosters true following, trust, and engagement. When you have compassion, the people you lead will better trust in your actions and judgments, because they know you have positive intentions. Organizations with more compassionate cultures and leaders have stronger connections among people, better collaboration, more trust, enhanced commitment, and lower turnover.[51]

To manage with compassion today, the most fundamental question then is this: "How are my people doing?" As the *Chartered Management Institute (CMI)* recently put it:

> While it may be easy to assume your staff are feeling fine and coping well, it is the responsibility of managers to check in with their teams and have meaningful interactions. Whether it's starting a meeting by asking how they're doing (and really meaning it) or checking in with them for a virtual coffee and catch-up, you need to make a habit of really asking if they're doing okay.[52]

51. Hougaard, Rasmus, Carter, Jacqueline. *The Mind of the Leader: How to lead Yourself, Your People, and Your Organization for Extraordinary Result,* Boston, Massachusetts, Harvard Business Review Press, 2018, p.18.
52. CMI Research. 2021. "What You Think About WFH, Flexible and Hybrid Working: The Results Are In." *Chartered Management Institute (CMI)*, May 5, 2021. https://www.managers.org.uk/knowledge-and-insights/article/what-you-think-about-wfh-flexible-and-hybrid-working-the-results-are-in/.

Other questions that should be considered are:

- How can I most effectively reach out to those working remotely full-time or part-time to ensure their mental well-being and to help minimize any adverse effects of working remotely (focus on early intervention)?

- How can I be of most benefit to my staff?

- How can I most effectively engage workers early to ensure resolution of any potential issues arising out of differing work arrangements that if not addressed may impact the well-being and performance of staff?

Lead with Strategic Intent

Leaders are responsible for envisioning, shaping, and safeguarding the future, creating clarity amidst uncertainty. This pandemic has ushered in many new ways to work and with that, many unique workplace issues. Along with a new managerial mindset, for companies, organizations, and agencies to be successful in this "new normal," this also requires leaders to act with strategic intent. Strategic intent focuses on an organization's vision, goals, and objectives necessary to achieve its mission; it is marked by clarity of focus, a desired end, a flexibility of means, with criteria used to chart progress. It represents a need to think ahead and plan backward from an envisioned future, making it clear how to take effective action in the present.[53] Leaders should ask themselves at a minimum these questions:

- How can I leverage the diversity of work arrangements to attract new talent while also finding new ways to engage current staff, and always keeping the organization's mission success front and center?

- Am I conveying an openness and willingness to adapt to the changing times and the changing working conditions we are seeing today?

- What do I need to change my managerial/leadership style to match the changing work environment and better motivate and inspire those who work under me, around me, and yes, even over me?

- What can I do in my role as a leader to serve as a model for those working under, around, and perhaps even above me to work and lead better in a changing work environment?

53. Abramson, Mark A., Ben-Yehuda, Gadi, Breul, Jonathan D. Chenok, Daniel J., Kamensky, John M. Keegan, Michael J., Strickland, Frank B., *Seven Management Imperatives*. The IBM Center for The Business of Government, 2011, p.5.

Action Plan for Implementing a Remote/Hybrid Work Arrangement
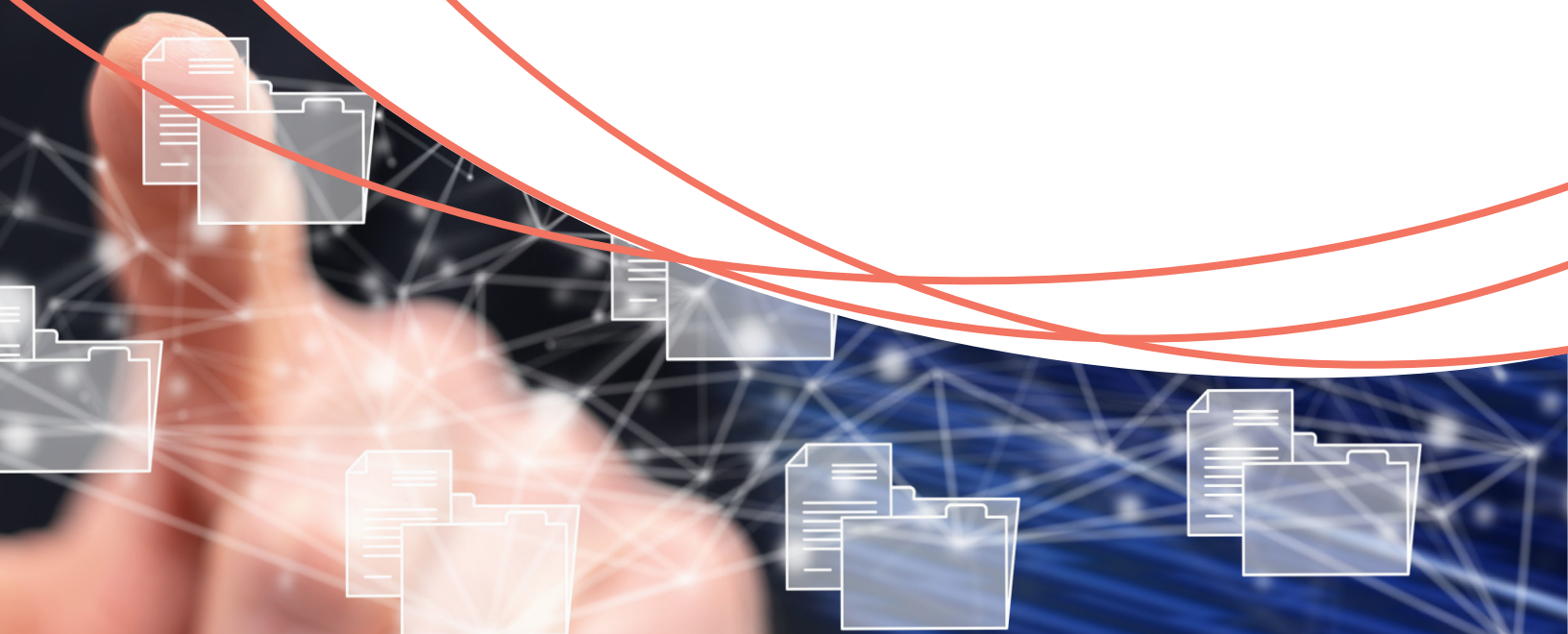
As noted in the IBM Center report, *Managing The Next Crisis: Twelve Principles For Dealing With Viral Uncertainty,*[54] the nation continues struggling toward an era that historians may dub "the transition to a new reality." As we transition from the heights of the pandemic, an opportunity presents itself to go beyond initial steps and reach the next crucial level: actionable steps that any organization and any federal, state, and local government agency can take in responding and recovering to future, if likely less widespread, traumas.

Next, an 8-step "Action Plan" is presented to help successfully implement remote work in an organization. It is hoped that this practical 8-step guide can help spur your thinking as to how to best employ remote and hybrid working arrangements, with the goal being to foster better organizational and personal outcomes. Following from that insight, this section offers 8 steps managers and leaders can take to manage an increasingly remote and hybrid work environment more effectively.

1. Determine the purpose and timeline for remote work

2. Conduct initial assessments about remote work

3. Develop necessary remote work policies

4. Lay the groundwork for remote work

5. Implement remote work arrangements

6. Monitor and manage organizational culture

7. Support your workers

8. Assess and communicate the results of remote work

Please note that for clarity, the action plan uses the term "remote" to refer to *all* work done outside of the traditional office setting. As such, when speaking about remote work and remote workers, this report is referring to both fully remote workers and those who work on a hybrid basis.

This action plan can serve as a roadmap for an organization or a government agency looking to formalize its remote working arrangements with its employees and looking to maximize the value of such an effort, both for the organization and for its employees. It can be instituted both as a transition from the ad hoc remote work arrangements many organizations and government agencies have had during the COVID-19 pandemic period and as a guide to starting up remote work arrangements in the types of work and industries where off-site work was previously not practical—for whatever the case. This framework can be utilized both in times of "normal" operations or in the face of yet another "Black Swan" type event that may necessitate significant, quicker changes. As such, the steps involved can be either accomplished in the timeframes of weeks or months—but perhaps days—as circumstances might warrant.

54. Barrett, Katherine, Richard Greene and Donald F. Kettl. 2021. *Managing The Next Crisis: Twelve Principles For Dealing With Viral Uncertainty.* The IBM Center for The Business of Government, October 2021. https://www.businessofgovernment.org/report/managing-next-crisis.

Determine the Purpose and Timeline for Remote Work

- It is critical for leaders to know and to be able to communicate the goals of making this operational shift to remote/hybrid work arrangements (i.e., increasing employee autonomy, job satisfaction, retention, etc.; building resiliency for operational continuity; reducing overhead costs, etc.).

- Establish a timeline for the shift to remote/hybrid work, tailor those timelines to the event that has prompted this move, be it an external, "shock" event (such as a pandemic or other occurrence) or simply a strategic move to keep an organization as an employer of choice.

Conduct Initial Assessment about Remote Work

- Assess your employees' current situations and work preferences to gather foundational information for establishing alternative work arrangements.

- Evaluate your current—and anticipated—work needs for your organization and units within it.

Develop Necessary Remote Work Policies

- Be mindful of the results of steps 1 and 2 and with an awareness of what other organizations are currently doing in these matters, develop a remote work policy for your organization, as well as working remote agreements that can be customizable for each employee's specific needs.

- Assess what other key policies/procedures in your organization (technology, data security, documentation, human resources, etc.) may be impacted by having employees working remotely and make specific changes in them to incorporate the changes in how/when/where work gets done.

Lay the Groundwork for Remote Work

- Determine jobs that *cannot* be performed remotely for security reasons or other concerns that negate these roles from being performed off-site.

- Assess which categories of positions will be appropriate for any levels of remote work and then, in consultation with unit managers and supervisors, make initial decisions regarding assigning specific employees to remote/hybrid work (and work groups) and, in discussions with individual employees, determine the optimal level of remote/hybrid work for each of them.

- Working with work groups, determine the optimal amount of days that the team will all—or most—be present for in-office collaborative work to make an initial assessment on the amount of office space needed for the organization and its subunits and the types of spaces that will be necessary for groups to best work together in the office environment.

- Prior to making initial remote/hybrid work assignments, establish training—based on best available resources/information/best practices—for all employees who will be working on a remote basis and for their managers as well.

- Prior to making initial remote/hybrid work assignments, assess employee technology and home office needs to develop a plan for providing employees with the computing, networking and ancillary resources they need to optimally work connected from home in a productive—and secure—manner.

Implement Remote Work Arrangements

- In the initial period (first days and weeks), initiate informal and formal efforts (communications, conversations, meetings) to reach out to all employees and work groups—both in and out of the office environment—to monitor for transitional issues (in terms of operational problems) and for personal issues as well.

- Over the longer term (not just over the initial months and first year, but on an ongoing basis), proactively initiate and foster communications with *all* current workers and work teams, both to ensure operational productivity and efficiency and to gain feedback on how to make "mid-course corrections" that can enhance how remote/hybrid work arrangements "work" for those working in this manner.

Monitor and Manage Organizational Culture

- Make specific efforts to ensure that communication channels are open and active between employees, work groups, and management and to work to maintain the organizational culture and feelings of being "connected" and truly on the same team, regardless of whether workers are working on and/or off-site.

- Managing the culture of the organization—both as a whole and within locations/units/work teams—will be more critical than ever, and as such, managers at all levels should be urged and empowered (with discretion and with resources) to conduct activities that help foster feelings and a sense of connectedness between all employees, regardless of where and how they might work with each other.

- Team building sessions, communication forums, and opportunities for employees to simply "get together"—both online and in person—will take on more importance than ever, and such efforts, whether management-led or simply management-supported, should be strongly encouraged.

Support Workers

- Establish a formal program to make sure that all employees have direct access to supportive mental health resources through the organization and through its benefits program. An EAP (Employee Assistance Program) would be an ideal gateway.

- Support the efforts of self-organizing ERGs (Employee Resource Groups) based around common demographics/interest areas to serve as an "employees helping their fellow employees" resource that may be just as, if not more, important to employees looking for help in dealing with work/life issues in the remote/hybrid work environment.

- Finally, stay abreast of changing worker needs and developments in technology to ensure that your remote/hybrid workers have what they need to do their jobs properly, wherever and whenever they are working connectedly for the organization.

- With all of this, there needs to be methods developed and utilized to ensure that all of these efforts "work" to support the needs of both remote/hybrid workers and those who work in traditional offices, along with all managers who supervise them.

- Examine your recruitment, interviewing, and hiring processes to ensure that they match the needs of your current—and projected future—work arrangements and strive to make continuous improvements in your human resource practices and policies, as well as your employee benefit policies, to ensure a match with the needs of your current and future workforce, especially as it related to the need for remote/hybrid work.

- Make certain that job requirements (knowledge, skills, and abilities) match what will be specifically required for remote/hybrid work and monitor how, where, and whom your organization recruits, as the physical location of applicants/employees may well—and likely won't—matter as it has without remote work being an option.

Assess and Communicate the Results of Remote Work

- Be aware of the internal and external constituencies of remote work and be proactive in communicating the who/what/when/where/why of your organization's remote/hybrid work arrangements and be proactive in communicating not only with your direct constituents, but also with the wider constituencies of other organizations and management teams who will be looking for information and guidance on what works—and what doesn't work—when it comes to having remote/hybrid working arrangements.

- Establish a periodic formal review process—at least quarterly—to review the state of your remote/hybrid work arrangements to assess how they are truly working for your organization/agency/customers (both external and internal) and for your employees and be willing to make changes as needed in connected working arrangements on the organizational, work unit, and individual levels. And each year moving forward there should be an annual review of the state of remote/hybrid work in your organization. An "Annual Report" on such efforts would be of interest both to your internal and external constituents, and perhaps well beyond.

CONCLUSION

Today, many of us have grown weary of this pandemic and the way it has changed our daily lives.[55] Many have expressed disappointment that the COVID vaccines have not proven to be a "magic bullet" returning us to pre-pandemic normalcy. Many have become frustrated about how COVID and the debates over masking and vaccinations have divided us even further as a country.[56] The Delta and Omicron variants continue to remind us that "COVID is not over" and will likely remain with us in some form for years to come.[57]

It is important to remember that the current pandemic will likely not be the last major shock to this system. Given the pace of change on many fronts today, coupled with constant uncertainty, it is only a matter of time until we experience yet another shock to the system. This could be a natural disaster, terrorism, financial collapse, climate change, cyberattacks, political turmoil, another pandemic, or something completely unforeseen and off the "experts'" radars. The lessons learned from managing the contingencies brought about by COVID-19 will however prove helpful in adapting to *whatever* the future holds. Though we may indeed have "COVID fatigue,"[58] it is vitally important that we document what we have learned from the response to this pandemic, so that we can be better prepared for the *next* disruptive event and ready for *any* contingency.

Given the research conducted for this report, coupled with my three decades long experience of teaching and consulting on management, all indications are we are coming out of this pandemic in a proverbial better place. We are fast moving toward new ways of working and new ways of managing work. In many ways, the COVID-19 pandemic ushered in a quantum level of change in a relatively short time, shifting how things get done, all facilitated by massive technological changes and managerial and worker innovativeness in making the tech work for us. The pandemic experience has indeed positioned us to be better prepared for *whatever* lies ahead, both in terms of the advancement of technology and for the unexpected events that will inevitably occur. This is an important moment in time for anyone in management today. It is a moment for the history books, and yet, a moment that we must build from to be better prepared to manage and lead into the future.

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55. Navarro, J. Alexander. 2021. "Americans Have Tired of Wearing Masks and Social Distancing Before; Here's What Happened Next." *MarketWatch,* March 27, 2021. https://www.marketwatch.com/story/americans-have-tired-of-wearing-masks-and-social-distancing-before-heres-what-happened-next-11616535687.

56. Smith, Ray A. 2021. "Vaccination Status Has Americans Picking Sides." *The Wall Street Journal,* August 9, 2021. https://www.wsj.com/articles/vaccination-status-has-americans-picking-sides-11628510400.

57. Steenhuysen, Julie, Alistair Smout and Ari Rabinovitch. 2021. "How the Delta Variant Upends Assumptions About the Coronavirus." Reuters, July 26, 2021. https://www.reuters.com/world/china/how-delta-variant-upends-assumptions-about-coronavirus-2021-07-26/.

58. Han, Byung-Chul, 2021. "The Tiredness Virus: Covid-19 Has Driven Us into a Collective Fatigue." *The Nation,* April 12, 2021. https://www.thenation.com/article/society/pandemic-burnout-society/.

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Over the span of his career, Dr. Wyld has established himself as one of the leading academic experts both on emerging applications of technology in the private and public sectors and on how organizations can best respond to changes in society, demographics, media, and the workplace. He also serves as the founding editor of three academic journals, the *International Journal of Managing Information Technology*, the *International Journal of Managing Value and Supply Chains*, and the *International Journal of Managing Public Sector Information and Communication Technologies*. He continues to be an active strategic management consultant, a qualified expert witness, and an invited speaker on a wide variety of topics to trade, corporate, governmental, and academic audiences. He has made appearances on management and technology issues on The Discovery Channel, ESPN Radio, Federal News Radio, and other media outlets.

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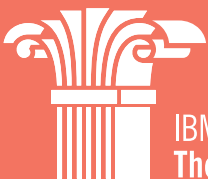Second Floor
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