

## **Home Working**

You might think that home working is a way of reducing costs and in some cases and ways, it can be, however, most organisations still have space that they need to pay for irrespective if it is used or not. Not all costs are financial and there are cultural, psychological, physical, and institutional issues that need to change, adapt, and flourish in this new normal.

Whilst the Government is doing its best to help out this is always going to be a plaster over a current open wound and if left unchecked some wounds never heal. Whatever happens it is only a matter of time before the Government assistance comes to an end and we need to be ready and prepared.

So, what are the costs of home working:

- We have already mentioned culture in a previous article, but this
  cannot be underestimated, the heart and soul of an organisation is
  the people and the culture that is fostered within. Losing this or not
  managing it correctly can have profound effects on the way the
  organisation works and interacts with their clients.
- 2. Whilst most people agree that in the longer-term organisations will need less space as working from home becomes the new normal, in the short-term organisations may well need more space to socially distance teams in the office.

- 3. Team dynamics will change as employees gravitate between home and office-based workers, whereas some people have found the transition to home working easy and enjoyable, for others it has been a living nightmare that they do not want to continue in. Ensuring that we avoid creating subcultures between teams is vital and this is where IM&M and its partners can assist.
- 4. Psychologically we need to ensure that people have the level of communication they need to be effective and productive whilst working from home. Too much oversight can cause issues just as much as not enough. Some people will thrive and work even harder at home others will not work at all. Being able to manage and monitor output is far more important than just managing people working. The example I hear time and again is resting a coffee cup on the keyboard to generate keystrokes. Allowing employees to work when they feel productive and measure the results shows trust and more important flexibility.

A recent conversation with a solicitors highlighted another problem, all the senior partners who used to mentor the junior partners are currently working from home and are not having the same level of interaction with the team that they used to.

IM&M and its partners are able to help with not just your return to work strategy but also how to manage and juggle the demands and requirements of having a workforce split between on site and off site.



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