RE-ENTRY TO WORK
Survey Report
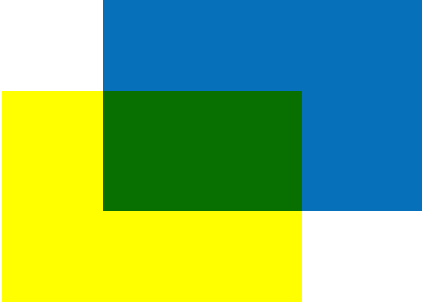
CHROs and Top Executives

salveson stetson Group

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ABOUT
Salveson Stetson Group

Salveson Stetson Group (SSG) is a multi-specialty, retained executive search firm located in Radnor, Pennsylvania, that delivers strategic, high-quality, responsive consulting and support for clients across the country and globally. Working across diverse industries, SSG has a long history of conducting executive-level human resources, clinical, scientific, finance, sales and marketing, and general management searches. With a team of 20 colleagues, necessary resources are dedicated for each assignment to exceed client expectations.

SSG embodies a rare and powerful value for clients in terms of client and candidate experience. As a firm actively led by its two principals, SSG delivers the kind of strategic, responsive consulting services expected from a large search firm with the tailored attention and support of a boutique firm.

As part of the MPI family of companies, SSG has access to talent, resources, and expertise on a national level through our sister companies – Furst Group and NuBrick Partners. Furst Group, a retained executive search firm, is focused on identifying senior-level executives for the healthcare industry. NuBrick Partners is a leadership consulting firm focused on executive team performance, strategic team development, board effectiveness, physician leadership, and executive team succession across all industries.

SSG is also a member of IIC Partners, one of the top 10 retained executive search groups in the world. As such, we have the ability to leverage collective networks and experience to identify a broader slate of global candidates to serve our clients more effectively.

INTRODUCTION

The trend toward working remotely since the start of the COVID-19 pandemic is likely to continue indefinitely post-pandemic, with 42% of Chief Human Resource Officers (CHROs) indicating a quarter to one half of their workforce will continue to work remotely indefinitely after the pandemic, five times more than said so about their pre-pandemic workforce.

This is one of the key findings from our survey of 545 Director, S/VP, and C-suite executives, and 111 Human Resources professionals between May 26th and June 15th, 2020. The purpose of the survey was to gauge respondents' intentions and understand their plans for employees to return to the workplace.

This report presents our analysis and insights, and compares and contrasts responses from executives with those of CHROs and HR leaders charged with developing and implementing the plan for their workers to return.

The sample came from more than 11,000 executives and CHROs in our extensive network who are actively engaged in a variety of industries across the nation. Respondents of the survey self-selected from a direct invitation to respond.

Key
FINDINGS

- 42% of Chief Human Resource Officers (CHROs) said a quarter to one half of their workforce will continue to work remotely indefinitely after the pandemic, five times more than said so about their pre-pandemic workforce.

- Executives and CHROs shared similar feelings relating to the challenges of working remotely, including comments about feelings of social isolation, lacking collaboration and teamwork with co-workers, "Zoom fatigue," and access to specialized office equipment.

- 73% of executives say they are working remotely since the pandemic, more than 15 times those who said they did before the pandemic.

- 96% of CHROs are developing or are already implementing their organization's plan for workers to return to the office, with 70% planning to bring employees back within 90 days. However, 21% of CHROs said they have not yet determined a time frame for when workers will come back to the office.

- HR leaders (99%) say they have no problem onboarding new talent remotely. Yet, more than 14% of CHROs said they lack the necessary planning or tools to onboard new employees remotely.

- Leaders are reluctant to consider a career move. Most executives (64%), said they would not be interested in considering a career move during the COVID pandemic. Yet, for the right opportunity, 57% said they would accept a job without ever meeting the manager face-to-face or experiencing the workplace environment.

- A remote-only job opportunity holds greater appeal than relocating to a new job. The majority of executives (66%) said they would not accept a position that would require relocating, but 82% said they would accept a position that was remote-only.

- Executives placed less importance than CHROs on childcare support and more importance on off-hours access, indicating that they are willing to put in the necessary effort required even when working remotely.

BACKGROUND

Responses from executives consisted primarily of high-level employees: 98% at the Director, SVP or VP, or C-Suite level.

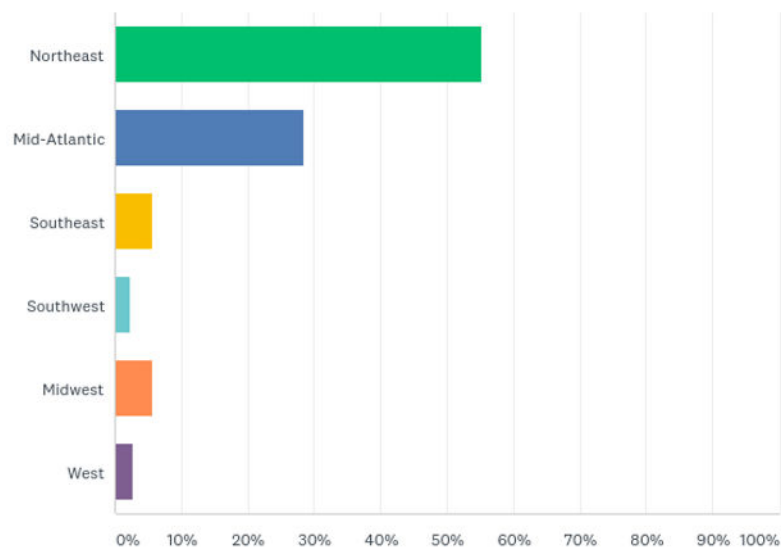## What is your current employment level? (Executives)
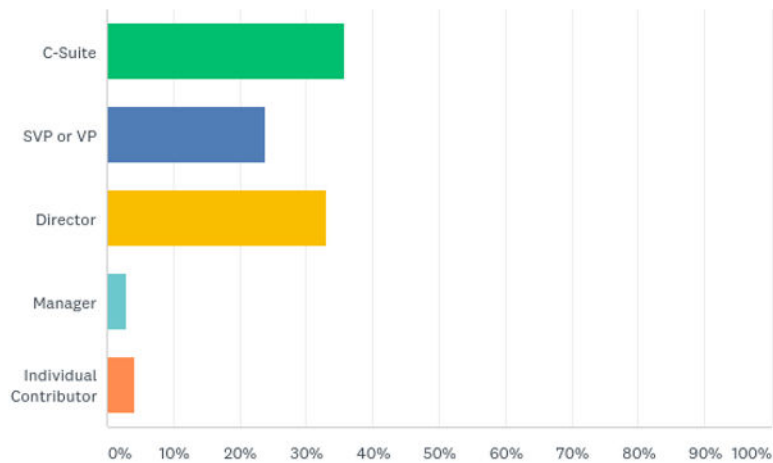
Where are you currently located? (Executives)
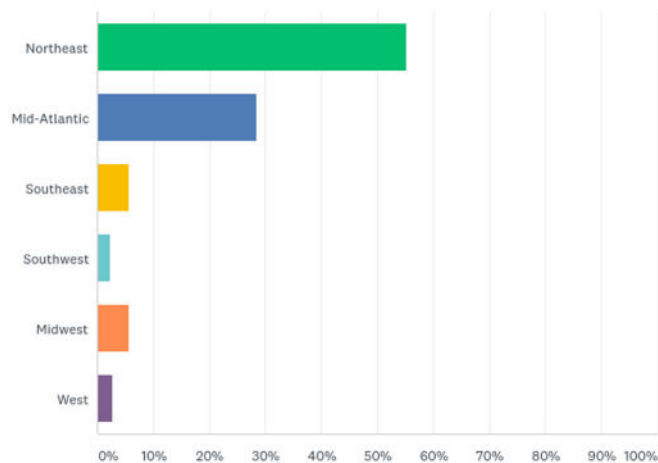
Northeast and Mid-Atlantic states accounted for the majority of respondents from both candidates (84%) and CHROs (84%).

Where are you currently located? (Executives)

Where are you currently located? (CHROs)
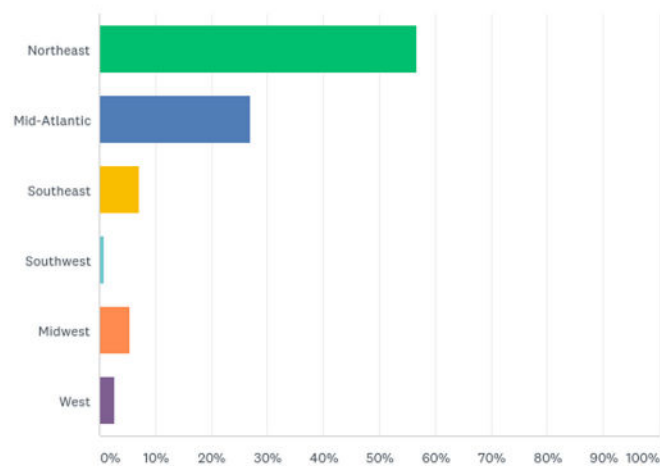
The top 3 functional areas indicated by candidates include Human Resources (29%), General Management (21%), and Finance (14%), in the top 3 industry sectors, Manufacturing (15%), Hospital/Health System (13%), and Life Sciences (13%).

What is your current functional area? (Executives)
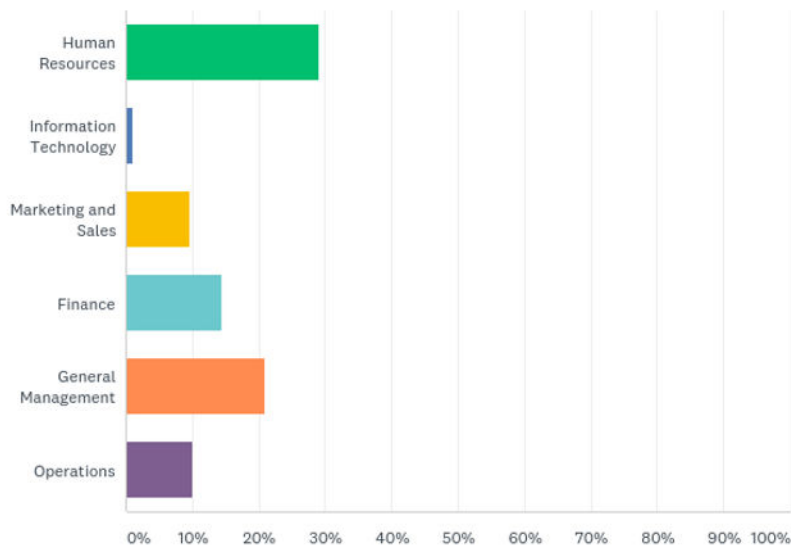
In which industry sector are you currently employed? (CHROs)
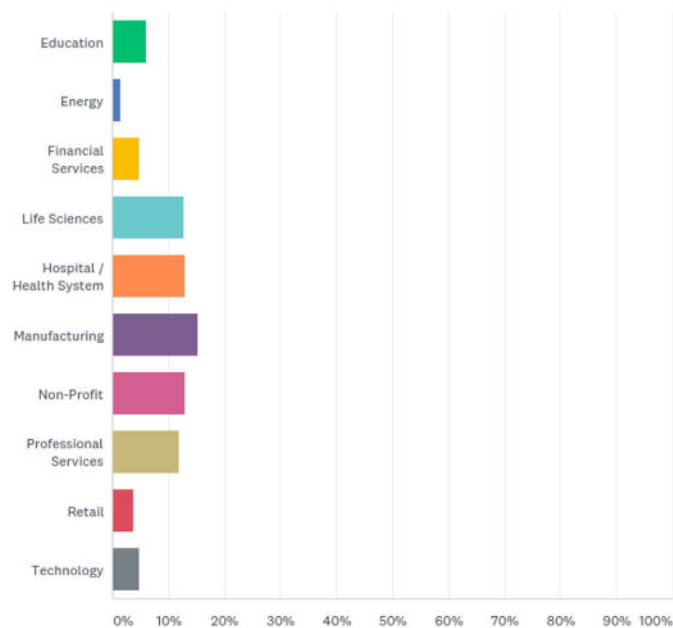
The top 3 industry sectors indicated by CHROs were Manufacturing (22%), Life Sciences (14%), and Financial Services (13%).

In which industry sector are you currently employed? (Executives)
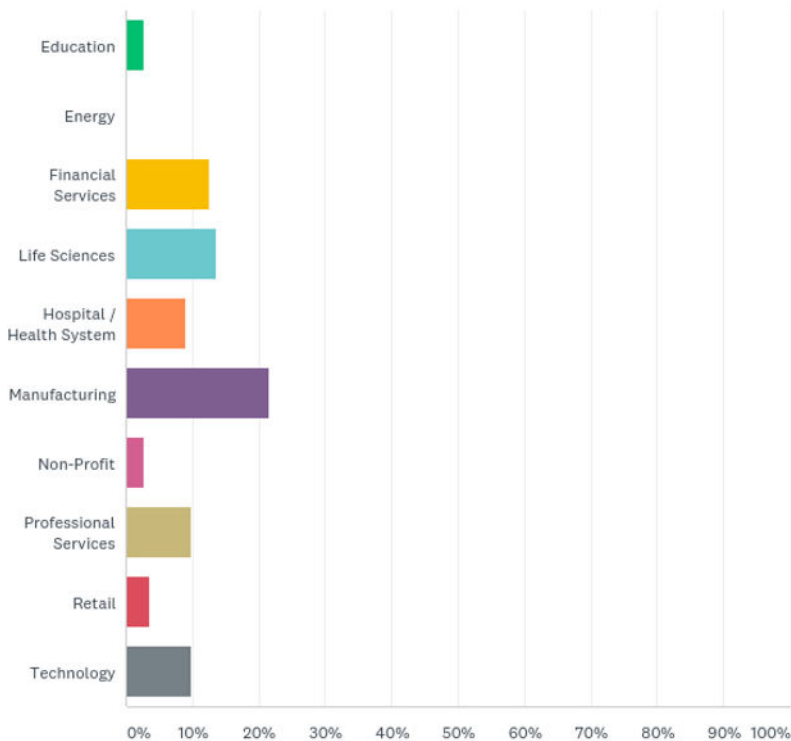
Most candidates (97%) said they are currently employed full time. Less than 1% were either furloughed or unemployed.

Which of the following best describes your current employment status: (Executives)

REMOTE WORK

Given recent stay-at-home recommendations in many states, it's not surprising that most executives (94%) said they are currently working remotely, or a mix of remote and in-office.

73% of these leaders say they are working remotely since the pandemic, more than 15 times those who said they did before the pandemic.
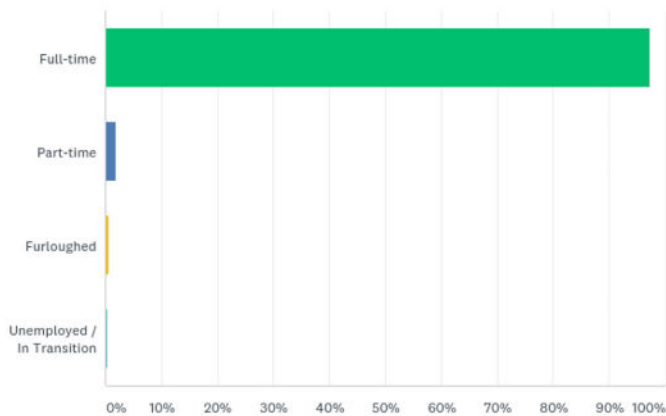
Comments indicate that, for some, working remotely is a new experience.

"Our business office has been working remotely since mid-March due to COVID-19"

"Full-time WFH since March 13"

"Will be going back to office when county moves to yellow."

For others, working remotely is business as usual.

"I work mostly from my home office, and am typically at the company once or twice a week."

"I have worked from home office for 20+ years."

"Have been in sales role, and 75% of work with clients had been via phone/Zoom anyway. The 100% works fine…no lunches with clients, and more time spent on Zoom than phone, but that is working OK for the moment."

Which of the following best describes your current work environment: (Executives)
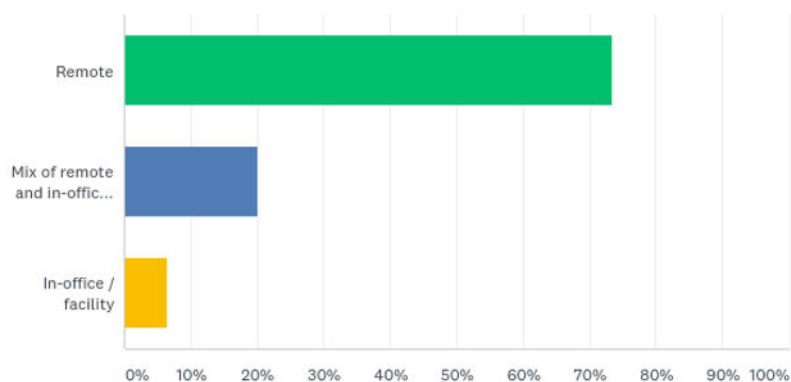
Prior to the ongoing pandemic crisis, which of the following best describes your work environment: (Executives)
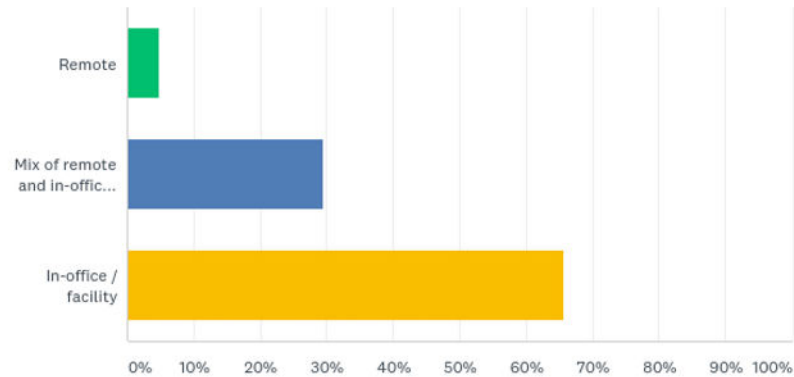
RE-ENTERING THE WORKPLACE

42% of Chief Human Resource Officers (CHROs) said a quarter to one half of their workforce will continue to work remotely indefinitely after the pandemic, five times more than said so about their pre-pandemic workforce. This may indicate that the trend toward working remotely will become more commonplace.

"I am able to do most of my usual work from home."

"Full-time WFH since March 13th."

What percentage of your workforce worked remotely before the current pandemic crisis? (CHROs)
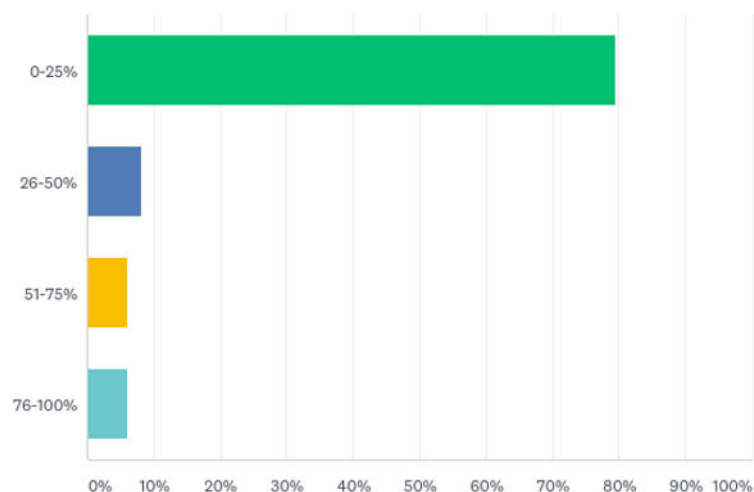
What percentage of your workforce will continue to work remotely indefinitely? (CHROs)
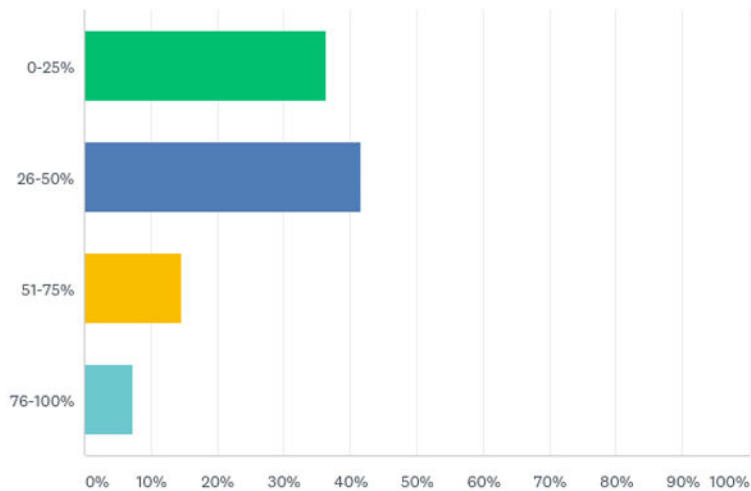
96% of CHROs are in the process of developing or are already implementing their organizations' plan for workers to return to the office, with 70% planning to bring employees back to the office within 90 days.

However, 22% of CHROs said they have not yet determined a time frame for when workers will come back to the office.

Many comments indicate a phased approach for employees to return to their workplace, depending on conditions in specific regions.

Have you begun your organization's return to work plan? (CHROs)
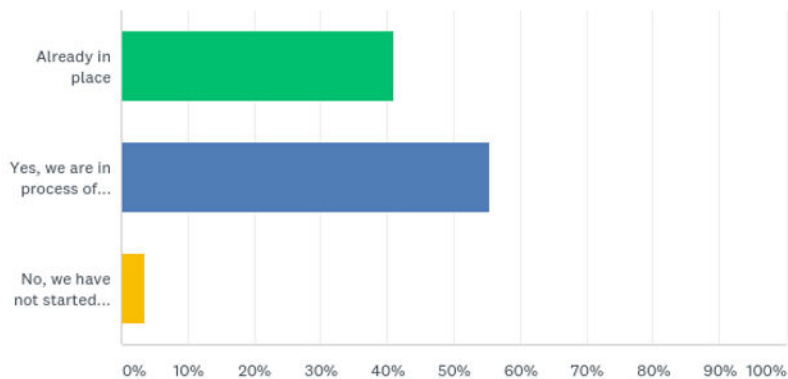
When do you plan to start bringing people back on-site? (CHROs)
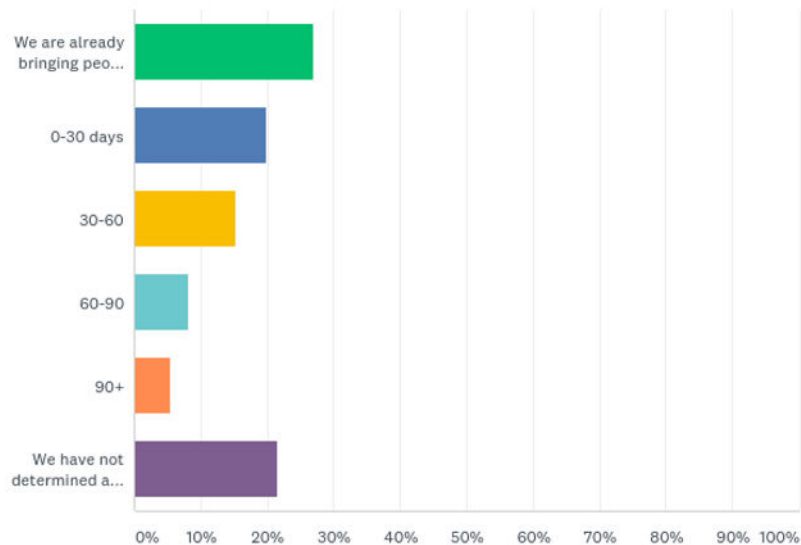
RECRUITING REMOTELY

HR leaders (99%) say they have no problem onboarding new talent remotely. Yet, more than 14% of CHROs said they lack the necessary planning or tools to onboard new employees remotely.

Would you consider onboarding new talent, if needed, in a remote environment? (CHROs)
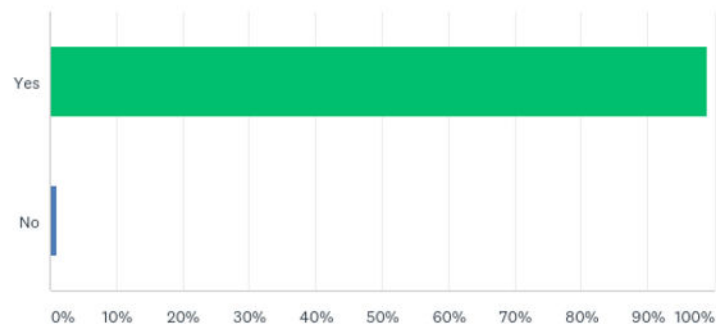
Do you have virtual onboarding plans and tools in place? (CHROs)
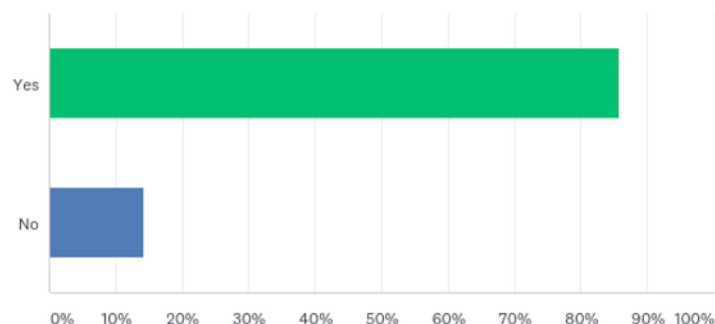
Most executives (64%) said they would not be interested in considering a career move during the COVID pandemic. Yet, for the right opportunity, 57% said they would accept a job without ever meeting the manager face-to-face or experiencing the workplace environment.

"It would take a unique situation in this environment to take on more personal risk and family disruption."

"Too much uncertainty."

"I am not interested in a career change during COVID but would be open to new opportunities in 2021."

In middle of the COVID pandemic, are you interested in considering a career move? (Executives)
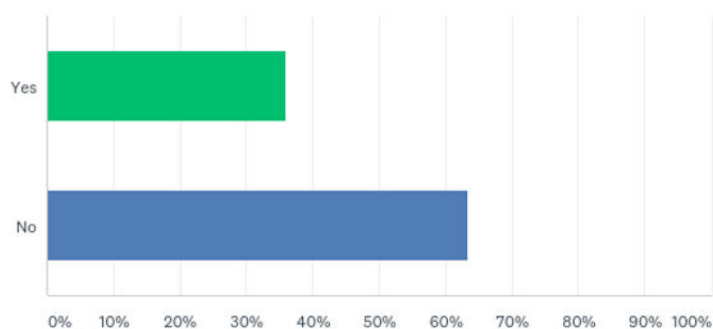
Would you accept a job without meeting your manager face-to-face and experiencing the workplace environment? (Executives)
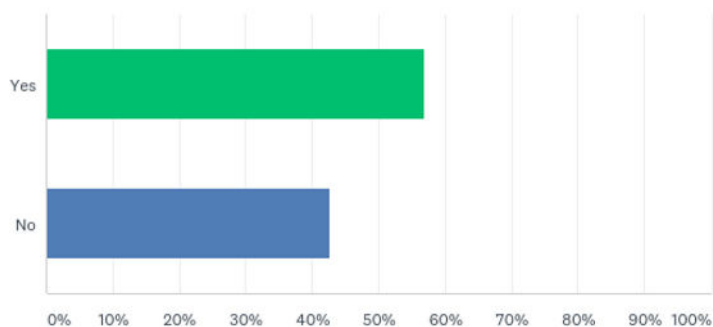
A remote-only job opportunity holds greater appeal than relocating for a new job. The majority of executives (66%) said they would not accept a position that would require relocating, but 82% said they would accept a position that was remote-only.

Would you be willing to accept that position if you were required to relocate? (Executives)
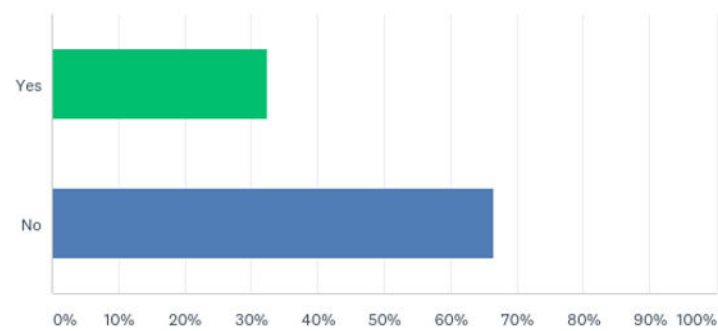
Would you accept a position that was remote-only for the foreseeable future? (Executives)
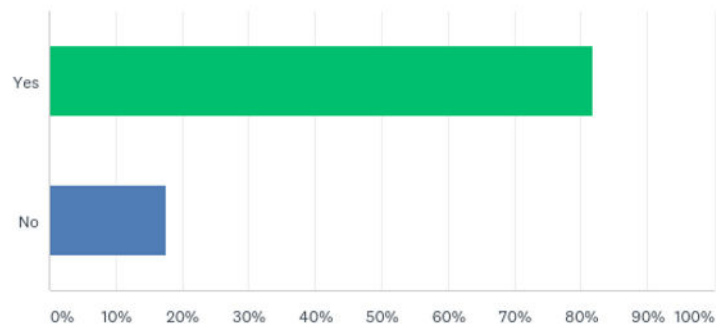
TOOLS AND TECHNOLOGY

Most executives say they have the tools and technology and are prepared to work effectively from home for the next 3 to 12 months.

Do you feel you have the technology and tools to conduct your work in a virtual environment? (Executives)
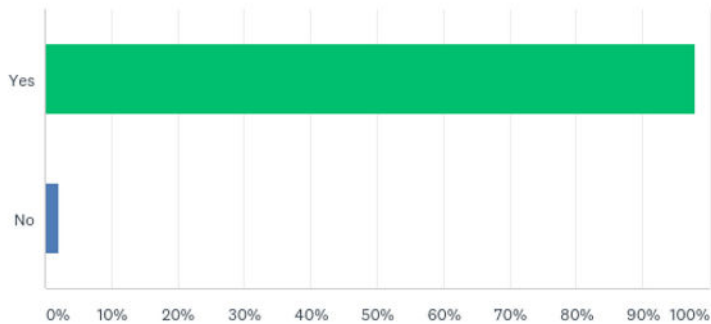
Are you prepared to effectively work from home for the next 3-12 months? (Executives)
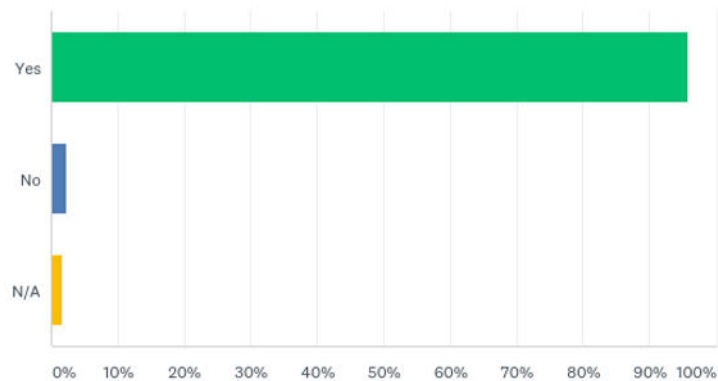
For comparison, we categorized various tools and technologies required for working remotely as hard or soft. We defined hard tools as items such as technology, hardware or software, Internet connectivity, and office furniture and supplies. Soft tools include emotional support, collaboration, childcare support, flexible hours, and off-hours access.

Both CHROs and executives rated both hard and soft items closely with only minor differences in most areas. Surprisingly, on the whole, executives placed greater importance on hard tools (5.46% executives vs. 5.06% CHROs on average) while CHROs ranked soft tools more importantly (4.19% CHROs vs 3.95% executives on average).

Interestingly, leaders placed less importance than CHROs on childcare support, and more importance on off-hours access, indicating that they are willing to put in the necessary effort required even when working remotely.

Rank the following in order of need for working most effectively from home (please rank from most important to least important): (Executives)
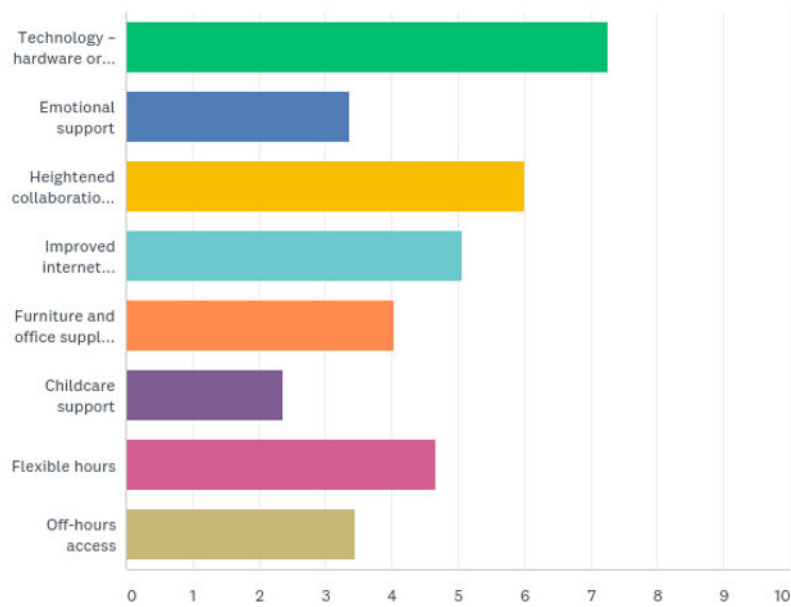
When designing a virtual work environment, which of the following do you find most important for your team members (please rank from most important to least important): (CHROs)
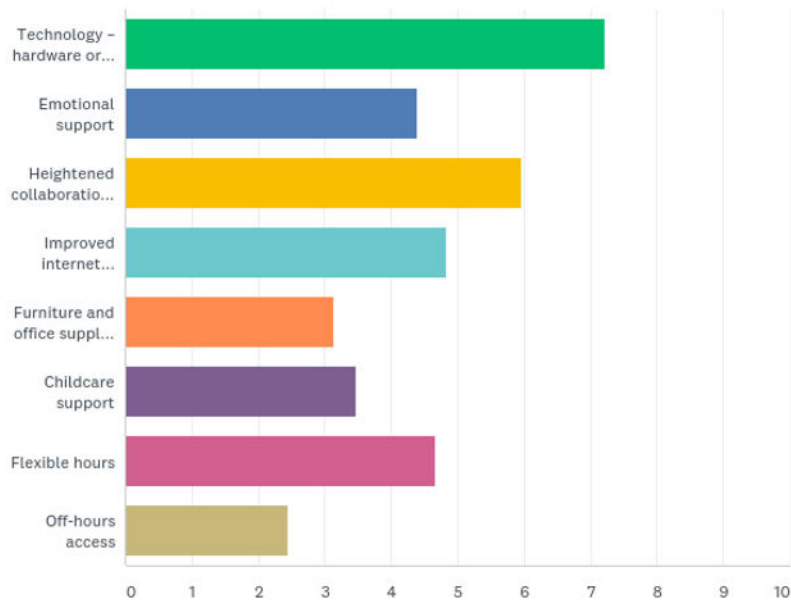
CHALLENGES OF WORKING REMOTELY

We asked executives and CHROs, *"What is the greatest challenge related to working remotely?"* Both groups shared similar feelings relating to the challenges of working remotely, including comments about feelings of social isolation, lacking collaboration and teamwork with co-workers, "Zoom fatigue," and access to specialized office equipment.

Note: All responses are copied and pasted verbatim. None of the responses have been proofed for grammar or spelling.

EXECUTIVES

1. In your opinion, what is the greatest challenge related to working remotely?

2. Having my child at home.

3. Getting my family (kids) to be quiet when I am on a call/video conference.

4. Initially, the ability to stay organized and focused was a bit of a challenge, along with the ability to easily communicate with co-workers. As time goes by, it is becoming more routine and I've been able to develop processes to ensure as much efficiency as possible.

5. Social isolation.

6. From a management perspective, keeping insight into your employees' needs, both personally and professionally.

7. Solidity of VPN connection.

8. Staying connected to colleagues and working together.

9. Building and maintaining effective teamwork among peers and direct reports.

10. It's more difficult to have the impromptu water cooler type conversations. These conversations are often important informal communication channels and opportunities to build relationships.

11. nothing

12. Ensuring the focus on outcomes versus activity. There is too much chatter about productivity. The ways of working in terms of social networks and communication pathways are all being re-wired from the remote working.

13. It is inefficient. Much can be accomplished by sticking your head into someone's office and asking a quick question.

14. Any non-routine, non-single-contributor work requires interpersonal interactions to conduct effectively. These interactions are difficult to conduct effectively in a consistently remote way. The rest is details.

CHALLENGES OF WORKING REMOTELY

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CHROs

1. Lack of robust collaboration tools; lack of spontaneous dialog and brainstorming; social interaction/teaming

2. Loss of culture - there is no way to build the same level of corporate culture and spirit when a company is 100% remote.

3. Feeling connected

4. Managing productivity

5. Isolation and negative impacts on collaboration, culture and productivity

6. Decreased efficiency, erosion of culture and social isolation

7. Managing productivity

8. Childcare for those who are trying to teach, caregive, and work.

9. The associate engagement.

10. Keeping the team building and collocation going in a different format than most employees are used to.

11. Building relationships within teams

12. Managing home and work responsibilities at the same time during this crisis. Home has become the office and school.

13. Maintaining the strong team connection that fuels creativity and innovation.

14. Developing strong connections with those who are more accustomed to connecting in person. The level of collaboration on difficult problems is not as high. Having difficult conversations is harder if it's not face-to-face.

15. Culture and engagement on an emotional level

16. loss of culture
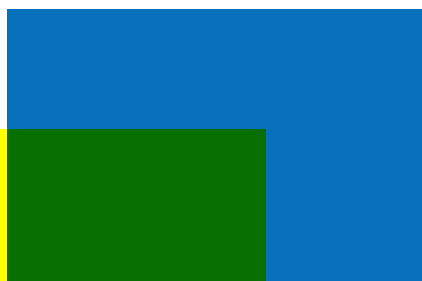
CONCLUSION

Given recent stay-at-home guidelines, it's not surprising that many people are working from home. But as communities begin to reopen, HR leaders are testing their re-entry to work plans.

HR leaders are recruiting and onboarding new employees remotely, but some need additional planning and tools.

Executives are reluctant to relocate during the pandemic. But remote-only jobs hold greater appeal. And for the right opportunity, many leaders say they would accept a job without ever experiencing the environment or meeting their manager face-to-face.

Expect remote work to become much more commonplace post-pandemic.

ABOUT
The Companies of MPI

As members of IIC Partners, our firms have been collaborating for several years. They are all privately held and focused on all aspects of talent management including search, leadership development, and more. With a combined team of 65+ employees, MPI has conducted more than 3,500 engagements.

SSG

Salveson Stetson Group – Multi-Specialty Executive Search
Salveson Stetson Group (SSG) brings more than 22 years of executive search experience in a multitude of industries. SSG has an outstanding track record of recruiting strong leaders with a special focus on human resources, finance, general management, clinical, scientific, and other corporate roles across diverse industries. Ranked 19th on Forbes Top Executive Search Firms.

np

NuBrick Partners – Integrated Talent Management
NuBrick Partners has a team of PhD-level psychologists and experts in organizational development who provide integrated talent management services – leadership development, succession planning, new leader installation across all industries, and physician leadership development within healthcare. The NuBrick team has completed more than 300 engagements at the very senior levels within organizations.

FG

Furst Group – Healthcare Executive Search
Furst Group, with more than 30 years of experience in healthcare, provides search services to the payer, provider, and ancillary sectors of the industry. Furst Group's experience in evaluating talent, leadership, and culture helps companies align their organizations to execute their strategic initiatives. Ranked among the Top 10 Healthcare Executive Search Firms by *Modern Healthcare*.

MPI by the NUMBERS

97% Placement Retention Rate

65+ Team Members

3k Searches

34+ Years Experience

11 Support Locations

top

APPENDIX A (EXECUTIVES)

We asked executives and CHROs, *"What is the greatest challenge related to working remotely?"* Both groups shared similar feelings relating to the challenges of working remotely, including comments about feelings of social isolation, lacking collaboration and teamwork with co-workers, "Zoom fatigue," and access to specialized office equipment.

Note: All responses are copied and pasted verbatim. None of the responses have been proofed for grammar or spelling.

15. Space apart from family and distractions. Loss of interpersonal interactions w/ peers.

16. Productivity

17. Collaboration and staying connected to team

18. printing and mailing hard copy documents

19. concentration, not allowing distractions. "normal" tasks seem to take longer.

20. Feeling no social interaction

21. need another screen and equipment

22. I find that the face to face connection is not the same even with Zoom. And I have emotional ups and downs.

23. keeping to somewhat of a schedule. When you work were you live, work/life becomes blurred.

24. Planning schedules and workload and maintaining associate engagement with hourly associates. Some are more capable of coping to work from home than others.

25. The ability to keep the group engaged and all moving in the same direction is significantly challenged in a remote environment. People tend to migrate to what they think is important personally, rather that collaborating, group thinking and keeping focused on team goals.

26. Keeping your team engaged and not isolated.

27. Need to build relationships is more difficult without being in office at times.

28. personal connection

29. Having group discussions takes much more time and a whole new style of facilitation. Casual discussions do not occur which often lead to stronger relationships.

30. Honestly, I'm finding that it's working very well. My company is in the middle of a major technology overhaul and even doing testing it's been as easy as in the office

31. Managing childcare...

32. No boundaries. 24/7 work. As a colleague said, weekends are a quaint concept.

33. Motivation

34. More Difficult to onboard new hires but it's doable!!

35. Team building and face-to-face contact.

36. Groundhog Day, Zoom zombies and the days are longer.

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37. Without regular collaboration and interactions at multiple levels, one can get lost in one way of doing things

38. The inability to have the impromptu collaboration.

39. Onboarding new employees

40. Setting boundaries between work and family time

41. working days have gotten longer

42. I worked 100% remotely from 1997 to 2007. The technology improvements since then have made work remotely a transparent simple venue.

43. willingness of senior leaders to believe it can be effective. Our CEO is insisting we all come back to office full time.

44. The greatest challenge for me would staying connected, without having to have my pc rebooted.

45. technology

46. Building network and new connections; meeting with customers and partner organizations; face to face bus dev

47. Question 14 didn't specify whether the challenges were for me or my staff. For staff: Technology, collaboration, furniture/workspace, child support (separation of children from the workspace). For me: keeping the team of 100+ associates motivated and connected during the sudden transition to working from home was the biggest challenge. Creating measurable metrics and productivity standards are the next steps.

48. differing opinions of availability

49. The informal drop-by conversations. I now send a note to see if a colleague is free for a quick chat.

50. Maintaining boundaries.

51. Connections- human

52. The greatest challenge related to working remotely is ending the day. When working from home, the challenge is defining a beginning and ending point for the workday.

53. From a work perspective, Collaboration and communication. From a personal perspective, emotional support from family and friends to offset isolation

54. the need for great technology and the ability to use video for communicating with colleagues.

55. Staying connected with my team

We asked executives and CHROs, *"What is the greatest challenge related to working remotely?"* Both groups shared similar feelings relating to the challenges of working remotely, including comments about feelings of social isolation, lacking collaboration and teamwork with co-workers, "Zoom fatigue," and access to specialized office equipment.

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56. I do not find it challenging. I would say if you are remote and others are in person you lose body language. That said, video is key to maintaining a collaborative environment where you can read one another and respond appropriately.

57. technology, ergonomics

58. Childcare

59. lack of physical contact with others (handshakes etc)

60. None. Like having no commute.

61. Current state- childcare support.   Pre-Covid- inability to huddle quickly to collaborate or solve a business issue with speed and inclusion.

62. No "off" or downtime. Expectations from all levels that "always on".

63. collaboration

64. Home with 3 children - trying to manage work and distance learning responsibilities

65. Others having poor internet or cell phone coverage.

66. Maintaining some sense of hours normalcy. I find it hard to shut it down these days...

67. I don't believe there are any challenges, this is due to all the enhancements with technology. there is nothing I can't do form home that I do in the office. That is why #14 above is blank, I don't need anything to work effectively from home. In some ways working from home has improved efficiency. I believe the new normal will be a blend of both- working from home and remotely. I look forward to working in the new world

68. Team connection and inter discipline collaboration

69. lack of personal interaction with colleagues.

70. Productive communication and collaboration from all.

71. no spontaneous conversations

72. Staying connected to everyone.

73. relationship building

74. Losing a sense of my connection to the company.

75. Increased meetings that would otherwise be covered in quick hallway conversations translates to a VERY extended workday. Not sustainable long term

76. Virtual meetings. Fatigue.

77. Longer hours; no boundaries between work/home life.

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78. Keeping teams engaged in their new environment. They are a very social group at work and now remotely need to find ways to meet that need.

79. Finding time and privacy from others in the household. Wouldn't be a problem after the pandemic

80. the community and glue that comes with being at a facility/office. The informal discussions thru which business gets done. Remote work can be isolating.

81. Increased work hours including late night and weekend meetings.

82. network connectivity requires additional security requirements.

83. Resolving conflict - some things require a phone or video call to resolve - not email or text

84. Not being able to interact with the field face to face.

85. no physical interaction with team

86. Consistent employee engagement.

87. Communication via e-mail and zoom or Teams still doesn't replace the value of face-to-face communication for getting on the same page.

88. mental wellbeing and adaption

89. communication

90. having to worry about returning to brick and mortar building.

91. Getting things resolved "Right now" sometimes more planning is involved than I would like, but I'm getting used to the video calls.

92. Team dynamics and being able to "read" people from a virtual world.

93. Staying connected and interactive with colleagues and direct reports

94. Collaboration can be trickier

95. managing hours and staying connected. also lack of human contact with clients

96. Separating for "work" from "home".

97. Finding time and space to separate work and life

98. the amount of business that is "done in the hallway"

99. Staying connected with colleagues

100. keeping connected to colleagues

101. Unable to interact with co-workers

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102. Not enough breaks throughout the day.

103. Balancing my new life that is personal and work blended into one while relying on technology.

104. Connection to colleagues

105. My personal situation is my internet provider my home down is substandard to other areas of NJ. I've done well with a Wi-Fi extender in my home but due to the provider I sometimes lose connectivity around noon every day. Otherwise, all is going perfectly well. My kids are older, so I don't' have an issue with childcare. However, if my kids were younger, I expect this would be the greatest challenge to work effectively from home.

106. Lack of casual interactions with co-workers.

107. balancing childcare and working

108. networking and water-cooler conversations

109. keeping the sense of the broader team and connectivity to the bigger picture.

110. training and mentoring most junior team members

111. Relying completely on data to monitor the health of an operation. It has been my experience that metrics and KPIs, only tell part of the story.

112. The heightened workload due to lack of travel and vacation of colleagues.

113. Not seeing people and having the disconnect between work and home. At work I have a routine not eating until lunch. Hard to do at home. At work I use white boards constantly in meetings... difficult to do remote but I've tried MS White board.

114. Missing nuances of face to face communication

115. Appropriate workspace if more than one person in the household is working from home.

116. Integrating new associates into initiatives and building new teams to most effectively drive those initiatives if they have not worked together previously.

117. managing the life at home, taking care of kids, while working

118. building connections

119. Separating your home life from your work life

120. Distractions at home

121. I feel like we're getting inundated w/ too many calls- ranging from training, to general or specific meetings. It seems as if management was charged w/ keeping us busy but didn't consider the toll of being constantly stagnant w/o any genuine, human interaction.

122. Increased virtual meetings online.

We asked executives and CHROs, *"What is the greatest challenge related to working remotely?"* Both groups shared similar feelings relating to the challenges of working remotely, including comments about feelings of social isolation, lacking collaboration and teamwork with co-workers, "Zoom fatigue," and access to specialized office equipment.

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123. The need to consistently be plugged into work on evenings on weekends.

124. No work life balance separation

125. Staying engaged with your colleagues and the mission of the University.

126. Controlling your time "at work."

127. Team collaboration

128. Loss of casual connection with colleagues

129. managing everyone and coordinating group work

130. Missing colleagues and clients. Zoom is good but no substitute for looking into someone's eyes or the banter of conversation

131. I prefer working remotely, I'm much more productive and it improves my work life balance. Commuting time is waste

132. Increase in emails and zoom meetings so I feel less productive. Lack of organic opportunities to connect.

133. Visiting clients

134. Lack of social contact

135. Lack of face to face contact

136. connectivity to internet and tech support.

137. Balancing work and home.

138. I am not finding it challenging at all

139. Being connected to the Corporate Culture

140. Preparing for Board Meetings without adequate high-speed printers, etc. I have been able to acclimate on all other levels.

141. Incorporating work-life balance

142. internet speed

143. zoom fatigue

144. Maintaining the Team environment necessary for success

145. flexibility of others and power/wireless dependability.

146. Focus - an office mindset at all times; a challenge for many.

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147. Absence of collaboration.

148. It is very tiring to have video calls all day. When internet connectivity is weak and causes delay in sound or fuzziness in the picture, that is difficult. I already had my home set up with an office, and I don't have children, so those were not issues at all.

149. Communication

150. Lack of social interaction.

151. Missing the personal interaction with colleagues. We've been utilizing Blue Jeans and WebEx extensively so that we can see each other during meetings. Helps tremendously to stay connected.

152. ability to focus without outside distraction

153. None

154. There is no line between work and life - hence no work-life balance

155. Ensuring a collaborative environment, knowing targeted growth opportunities in various markets if a move is required, building external and internal relationships while in a new role

156. Flexibility to manage workload and children without camp.   Collaborative alternatives to webex and zoom

157. trust that you are actually being productive.

158. The ability to separate work/personal time effectively...I work many more hours when working remotely as there is no distinction between work life and home life

159. Having an office set up that allows you to work without interruptions.

160. I don't see any challenge in my area of work

161. People need breaks. Time to think, focus, strategize. Calls can go too long and be scheduled too close together.

162. Over longer periods of time and with turnover, the organization will become less cohesive. In the short term it works because people know one another and can collaborate effectively because they have worked closely. This will fade with time and turnover.

163. Motivating my team

164. Collaboration and the energy you receive from engaging in person with others.

165. Lack of connection to colleagues and strategic focus of work. There must be an intentional communication and connection strategy to keep remote workers informed and engaged.

166. Communication with staff and coworkers

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167. Keeping-up with exercise routine (missing my nearly 3 miles/day walks to and from commuter trains).

168. Maintaining culture and connection to the organization. That allows many decisions to be made "on the fly" without checking in. Losing some of the culture and feel will be a problem.

169. Colleague Responsiveness and communication

170. I am an extrovert and find it difficult to not having the in-person work environment and all the community events like non-profit fundraisers and chamber luncheons to attend. I feel I'm losing touch with the many colleagues I would interact with at events but with whom there's no immediate need for us to connect. Zooming all the time just doesn't cut it and yet those of us with jobs, especially in the C-suite have nothing to complain about!

171. Work way too many hours compared to previously...blurring the work-life balance line.

172. ability to connect with colleagues at times

173. lack of interaction with colleagues, too many zoom meetings, difficulty making the break from work to transition into homelife

174. maintaining personal connection, and dynamic relationships. Secondarily: innovation

175. The biggest challenge is to avoid working continuously, and to separate work from personal time.

176. Work/life balance

177. As manager and CEO, it's judging through-put bd results of efforts and industriousness

178. Missed ad-hoc collaboration for projects/deliverables

179. In face discussions

180. the workforce feeling comfortable working remote as it has been long sought after but with it being forced, there is a natural adjustment period

181. Not being able to print large files

182. Without a commute no time to separate work life from home life. Longer hours because there is no commute.

183. Managing hours and flexibility.

184. Being physically distant from co-workers

185. staying connected w/ colleagues and especially to form relationships w/ new colleagues/ partners

186. The lack of informal, spontaneous, meeting of colleagues in the break room, hallway, etc. and personally connecting that way and informally discussing items.

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187. I'm fine, but individuals who do not have good WFH situations, childcare, mental health, should be a concern for everyone.

188. focus

189. Setting boundaries and not working 24/7; dealing with the exhaustion of being on the computer non-stop

190. Connection with colleagues

191. Working too much. Meetings are now scheduled back-to-back-to back and I'm finding myself add blocks of time to separate the day so that I have time to complete the work.

192. building connections with individuals and teams across the organization and having the informal networking opportunities. Too many meetings to manage. Need to focus on finding a balance for spending personal time while working from home.

193. There is little down time. I wake, get to the desk, work, take breaks to check on my child, finish and immediate make dinner. I used to have at least a commute and that was my down time from the day. Now you are always "available". Also, my meetings start at 7am so that makes for early mornings

194. Not collaborating as well with my immediate team as it can be done in person.

195. Work-life balance

196. ergonomics!

197. Disc-Connect from Team Members

198. 24 /7 no down time

199. boundaries, work/life balance. there is no break.

200. Success at work often depends upon relationships with colleagues. This includes casual conversations in addition to work related meetings. The "personal" side of relationships is lost with less opportunity for these interactions.

201. Collaboration when you want to read body language

202. Building/continuing relationships

203. In this environment, it is the childcare issue

204. balancing work demands - more video calls etc. and "check-ins," with schoolwork with kids and normal parental responsibilities

205. team collaborations

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206. I think the greatest challenge is the ability not to collaborate with colleagues on an ad hoc basis. There are many times I quickly discuss an issue or brainstorm as I walk by someone's office and that isn't as easy to do remotely. It takes away those informal, but yet important, touchpoints.

207. Too many meetings, not enough time in between.

208. Personal connection to the folks you work with, in the flat world of computers.

209. decreased interaction, support, engagement, creativity, and serendipity with and via colleagues and staff

210. Not being able to unplug and balancing home needs (kids)

211. Being at home means doing two or more jobs at once.

212. In my specific case/job function, it is obtaining signatures for certain documents or agreements where DocuSign is not available or cannot be used (many times for countries outside the U.S.) and a wet signature is required.

213. Virtual meetings are not quite as good for group sessions around planning or problem-solving, and learning how people work best. It's a lot of the intangibles I worry about losing.

214. cutting off the workday and not working extended hours. getting up and refreshing during the day vs suffering from "zoom-fatigue"!

215. I do miss the in-person meeting, which is very important for effective major donor fundraising, but zoom has been a helpful tool with people I know - I think it's less effective when trying to build a new relationship.

216. Currently the isolation and inability to "get out of the house" and socialize due to statewide restrictions. Otherwise once restrictions are lifted, working from home would be a workable option

217. Not being able to "read" the room as effectively as being around a leadership table

218. Lack of social interaction and ability to meet face to face.

219. If there is NOT already an established relationship with individuals then WFH presents difficulties in leading.

220. the ability to walk away from work

221. Working at home with my children present. My children are 9 and 12 years old.

222. spontaneous coordination with colleagues - the type of interactions that used to happen because you would see each other frequently.

223. balancing expectations and managing work life balance

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224. Having management well-versed in managing a distributed WFH workforce to maximize productivity and maintain motivation.

225. Sitting for longer stretches at a time

226. Blurred lines between home and work life; back to back Zoom meetings or calls that leave no time for individual work/quiet thinking time during the workday

227. Establishing the routine / structure to the day/week

228. It's fine to work on executing projects remotely even when teamwork is needed to do that. Anything strategic in nature is more difficult without face to face engagement.

229. Having a designated office with the right technology and surroundings

230. Having the same level of collaboration as working in person.

231. Printing of significant volume of robust documents

232. Behavior change and ability to design and manage productive meetings virtually when previously these meetings would have been in person (esp. for larger groups where the ideal meeting format would be multi-day with group dinners, activities, social activities, etc.)

233. Some employees and some work is more effective in a face-to-face group setting. We are doing the best we can, but some of our work could be better/faster/easier if we were together in the office periodically. Also, there is a human cost to working remotely on a full-time basis. No matter what the situation may be, there are added stresses for every employee, and we don't understand the long-term impact of that added stress yet. I worry about how well our employees will be doing in 6 months, 12 months, etc. I fear we will see more medical and mental health issues over time which makes me sad.

234. Working excessive hours - not able to disconnect and keep routine

235. Our company has maintained normal operations, only the office staff has split their time between office and home. Being in HR, with full production running, it would be nice to be in the office - I feel a little out of sight out of mind. And trying to determine which files to carry back and forth each time for various projects. Years ago, I worked from home for 4 years but I was supporting a field service organization so there was no "office". In that case, having HR remote worked well.

236. keeping the necessary level focus and engagement

237. Culture of the organization accepting the change and not expecting work to look like it did when you were in the office.

238. My greatest challenge is my cell phone service. At times the reception is poor and leads to dropped calls.

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239. Other people not putting their video-cams on. Everyone should be required to turn on video if you are conducting a meeting that otherwise would have happened in person. Childcare poses challenges for many people and that absolutely needs to be considered.

240. Right now, it's the availability of childcare but in a regular environment it's the relationship building piece that happens best in person.

241. The lines between home and work blur, often leading people to work longer and not recharge / get the necessary time away from work.

242. Keeping up a sense of community/team; not having dedicated space.

243. Managing my time while my other family members are also currently working / schooling from home at the same time, keeping distractions to a minimum

244. Assuring team cohesiveness

245. Coordinating meeting times with clients who are also working remotely.

246. Working longer days.

247. The number is confusing is 1 most important?

248. Sustaining collaboration that drives innovation and alignment on key organization priorities.

249. Acceptance of individual situations

250. the lack of human connectivity to build important relationships.   Plus, working remotely starting at an image or face on a computer is just plain not as much fun as being there.

251. Getting used to the new normal; overuse of zoom

252. people tried of calls and webinars

253. Isolation.

254. Collaboration, communication and a combined sense of purpose

255. Boredom, not interacting and feeding off the energy of others

256. Building community and the sense of place that is so important to work fulfillment.

257. The sociability of an office/downtown culture, loneliness.

258. Lack of casual conversation used for idea generation and innovation.

259. It inhibits spontaneous collaboration and strong relationships in certain sectors.

260. Loss of personal connection

261. Creating boundaries.

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262. Managing work-life balance in a new environment where home and office are the same, with fewer distractions and pursuits to balance work. In the past, when I was "working from home" I was often traveling to meet with clients, attend industry events, etc. Now, it's harder to put guardrails on work time.   And - hard to balance my physical well-being because working from home is much more sedentary.

263. team interaction and communications

264. Missing in-person opportunity to build relationships, listen to the "buzz"

265. Schedule management and focus on "projects", which are further impacted by COVID increased responsibilities.

266. Mindset

267. Lack of childcare

268. Supporting my young son learning at home while working simultaeously

269. collaboration and connectivity with co workers

270. Work life balance -- find that I am working significantly more hours working from home (work demands have increased); relationship development with new colleagues -- time in office, travel were quite helpful with that.

271. The biggest showstopper is technology. If that isn't sufficient or working properly, then effectiveness, productivity, collaboration, etc, all take a nosedive.

272. As CEO, I feel we are losing our collaborative culture while so many people are working remotely.

273. Not "over-working" "ZOOM fatigue"

274. Less connection

275. Separating work and home. There is no longer a fiscal separation, nor an extended routine - such as a commute, to facilitate the mental transition from work to home.

276. reliable high-quality high-speed internet - my neighborhood is ok not great tough during board meetings; maintaining mental space between work and non-work at home

277. Complete lack of social interaction beyond family and pets.

278. Others having the technology needed to work remotely

279. lack of interaction with colleagues and idea sharing

280. Delivering service that is dramatically superior in person. It is frustrating not to deliver the quality of work we are known for reasons beyond our control.

281. working with colleagues that aren't used to the remote environment

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282. The connection a team needs on a human level is hard to accomplish when only meeting virtually.

283. not walking around during the day

284. Sustainability - concerned about culture of our business and ability to foster key business relationships to enable our business to grow.

285. Transitioning effectively

286. Potential for isolation, breakdown of team camaraderie.

287. People dealing with small children and animals.

288. Remaining focused on work and avoiding outside distractions.

289. schedule becomes packed with meetings vs just informal discussions that happen in the office

290. Childcare is not an issue for me. I think the biggest challenge is connecting with co-workers. You want to at least Skype or Zoom with them to develop a personal connection.

291. Lack of real face-to-face interaction with other employees (Zoom is nice, but not the same as being together in the same place)

292. Being able to devote uninterrupted periods of sustained focus to important tasks because of the pressure to respond quickly to ad hoc disruptions from coworkers or stakeholders via email or chat, for fear of being perceived as inaccessible or not working.

293. Balancing childcare while schools are still operating remotely

294. Distractions

295. Keeping a high engagement level with employees and customers and other key stakeholders (investors and board of directors)

296. Staying informed with what's going on in other functions, keeping communication open.

297. not seeing people in person to understand body language as well as losing sight from getting up from computer and taking a break

298. Lack of mobility

299. Difficulty in collaboration of challenging problems that would be white boarded, etc.

300. The lack of face to face interaction. It makes a big difference with communications and collaboration.

301. Ability to have informal impromptu team meetings

302. Not seeing people in the office to form a more personal connection

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303. Connecting with employees on "ad-hoc" basis ... just to connect and socialize. Business meetings tend to keep moving forward.

304. Separation of work from personal/downtime in order to remain fresh and fully focused on the job. The current environment has blurred the lines between office and elsewhere, making it a challenge, at times, to find that separation.

305. Managing to turn it off after hours.

306. interaction with colleagues

307. Interpersonal interaction

308. Lack of personal contact, relationships

309. Losing visibility with senior leaders. Often you can talk in the halls at work. It is harder to schedule a phone meeting just to talk.

310. Receiving clear and factual information about the safety of our work environments related to the pandemic

311. face to face human interaction

312. It would be the social and mental connection to your organization and co-workers. The need to "schedule" every personal interaction creates a disconnection that would need to be made up for with other forms of compensation in order to maintain loyalty to an organization.

313. Missing the Human Connection.

314. Managing two full time and demanding jobs (mine and my husband's) while also homeschooling our son and managing his education.

315. The constant challenge to continue to work through lunch, dinner, etc. There becomes no "line" between work life and home life

316. Distractions in the environment. Yard work, house cleaning, kids with no school, dogs barking, etc.

317. A lack of team cohesion and knowledge sharing.

318. Collaboration and relationship building

319. Balancing my 3 kids schedules and schoolwork while being incredibly busy everyday with work! There are not enough hours in the day to get things done and while I feel like I need to take some time off, it feels like I can't because I will get too behind.

320. Keeping focus.

321. Balancing family obligations with little support at home

322. Shutting down.

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323. Access to coworkers and support staff

324. At Veeam it's not a challenge as we have about 70% of the workforce at home and it's been that way for over 10 years. Once you have critical mass it works much better than office time. The only challenge is unplugging and taking PTO time but its offset by flexibility, work life balance, and lack of commute and seeing family more. In the future, I would take less money to always work remote.

325. Connecting with co-workers on a timely basis

326. networking, particularly with executives

327. Being able to fully do the job. As a CEO you need to be able to read the situation and remote makes this a real challenge.

328. keeping morale of the troops high, especially when my own morale (as the leader) ebbs from time to time

329. Meeting/talking with others is very prescriptive; no casual pop-in's.

330. Keeping a high level of productivity and engagement, as well as facilitating group thinking.

331. Work / life balance. Staying focused on priority issues. Staying connected with board members / funders, who are spread thin running their own shops

332. Productivity

333. instilling a sense of culture into an organization while bringing in new personnel.

334. being able to connect with people outside of a strict agenda associated with an online meeting.

335. Comradery

336. Better productivity

337. Lonely

338. The shift to all virtual meetings with no reprieve for seeing people in your daily life is exhausting. Sometimes you are talked out when the day is done! For my organization - there is a strong discomfort with using virtual meeting tools which makes sharing materials difficult.

339. For certain groups of co-workers keeping them engaged since they are not used to working remotely

340. Feeling connected and getting teams to feel connected. Having IT issues and relying on remote support.

341. Developing strong personal relationships

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342. being able to get a break from the work environment

343. keeping my team engaged and motivated

344. I have not found it to be difficult I work very effectively at home.

345. "zoom fatigue" -- brain is drained from back to back, never ending skype/zoom meetings. Also need to take breaks to move physically and adjust posture. and finally, i get energy from people - and it is not the same with virtual connection. Need to be with people in 3D.

346. Lack of engagement, ability to focus, feeling of connectedness

347. communications

348. lack of professional interaction and collaboration

349. Collaboration is difficult. people begin to feel disconnected from the company mission as time goes on.

350. Having the ability to walk away from your laptop after hours and not working 12+ hours each day - feeling the need to always be "on" since we are at home 24/7.

351. For me its staying connected and supportive to my team. Some team members have real challenges with childcare during this time and that makes concentrating not asks difficult depending on their ages. Very understandable.

352. Understanding the goals of the organization and how to contribute effectively.

353. making the human connection with my coworkers.

354. Feeling connected and maintaining situational awareness with internal and external stakeholders to allow collaboration.

355. For some, isolation and for others, focus. Since the pandemic started, all internal and client calls have moved to Zoom video, to lessen isolation.

356. My sanity

357. Zoom fatigue. My eyes are very tired!

358. Inability to build new relationships in a business development or talent acquisition capacity

359. Staying focused

360. Collaboration / creativity ... new ideas. I don't think it's healthy to work and live in the same place all of the time. For me it's about work / life balance. That balance includes being at work sometimes with colleagues.

361. this is not true for me, but I see parents struggling to do their jobs, educate and entertain their children while they too are at home 24/7

362. missing the nuance of body language that in person mtgs allow for

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363. I've been working from home for two days a week for over a year and so the full-time change hasn't been too much of an adjustment. I think in the current circumstance that most staff are focused on communicating well.

364. Periodic malfunctions in wifi and other technology-related matters.

365. Client confidence to move forward

366. Worrying about those who do not have the same privileges I have. This causes stress.

367. printing

368. Staying connected to colleagues while balancing work/life

369. Lack of movement from being chained to computer for back to back VC's.

370. Effective ways to measure productivity/success; communications across team(s).

371. in house distractions. staying away from them. I have an office, so it really falls on me and discipline. that being said, not really a "great challenge."

372. Not meeting directly with individuals you supervise

373. ability to focus on work and not get side-tracked

374. Distractions

375. Teamwork is challenging.

376. Social isolation and inability to turn the work "off

377. Effective collaboration and social isolation.

APPENDIX B (CHROs)

We asked executives and CHROs, *"What is the greatest challenge related to working remotely?"* Both groups shared similar feelings relating to the challenges of working remotely, including comments about feelings of social isolation, lacking collaboration and teamwork with co-workers, "Zoom fatigue," and access to specialized office equipment.

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17. Collaboration

18. Not eroding our culture.

19. socialization, personal touch

20. Maintaining Company culture; collaboration

21. Work/Life Balance. Up until recently, kids have attended school virtually, now parents are face with the challenge of working & parenting while the kids are out of school and unoccupied. Work schedules have been extended - employees are working more, the prospect of flexible hours become less of a reality as longer hours becomes the new norm. Additionally, as the need for collaboration increases the work get done by participating in Teams, Zoom meetings that are difficult to avoid.

22. Engaging employees in the work of our health system which is community / regionally based.

23. Lack of informal interpersonal engagement and the ability to quickly run a concept by someone in an unscheduled discussion. Now most interactions are scheduled with video conference capabilities. This can result in 10+ meeting in a day and is causing video conference fatigue.

24. we are not a video culture so staring at a computer screen all day is the biggest concern raised to date and the impact that has on when the day begins and ends and the run on of meetings being back to back.

25. Right now, childcare and productivity for some.

26. Helping staff maintain esprit de corps and connection to the company and each other.

27. communication/collaboration

28. Emotional support

29. Too many meetings

30. Building and maintaining culture, particularly with newer associates

31. Communication

32. Greatest challenge is restriction from a security standpoint on printing company documents on a home printer. A big concern is lack of in person contact with colleagues (emotional support) is an issue for many employees.

33. Loss of culture, espirit de corps, innovation, loyalty

34. Balancing everything. Staying connected with individuals while away from the office.

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35. Engagement - both operationally and socially/emotionally - with the rest of the work team

36. Healthy emotional/psychological balance, feeling isolated, blurred home/work boundaries, lack of self-care (exercise, healthy nutrition), 24/7 unable to decompress.

37. Balancing work-life commitments (child-care, work hours flexibility).

38. We are not having many challenges as our systems are working well.

39. Collaboration with colleagues and maintain productivity

40. Staying connected with teams.

41. Child and Elder Care challenges & flexibility to address competing work/personal needs

42. Managers ability to manage remote working employees. Lacking the competency to manage in different ways.

43. Customer expectations/preferences.

44. Staying innovative with less FTF contact.

45. Maintaining and building relationships

46. lack of connectivity with colleagues that you don't work with on a regular basis. you're isolated to your work group and work streams.

47. Replacing the real-time conversations that arise from sharing a physical space.

48. During current crisis, when everyone's remote, it's "turning off" and balancing work/ life. During "normal" times, when some are remote and some are in office, it's equitable collaboration (not being able to have the hallway conversation or stop by someone's desk)

49. Staying connected as a team and ensuring staff deliver according to performance expectations.

50. Collaboration. Emotional engagement - Ensuring employees feel a part of something

51. Maintaining connectivity in general

52. Keeping Culture Alive :)

53. The greatest challenge is keeping the teams connected and vibrant. Finding the technology and tools is the first step, having leaders use those tools is the bigger challenge.

54. Ensuring leaders and team find ways to keep the social aspect (team spirit) of work alive and well.

55. splitting the day between work and home life

41

We asked executives and CHROs, *"What is the greatest challenge related to working remotely?"* Both groups shared similar feelings relating to the challenges of working remotely, including comments about feelings of social isolation, lacking collaboration and teamwork with co-workers, "Zoom fatigue," and access to specialized office equipment.

Note: All responses are copied and pasted verbatim. None of the responses have been proofed for grammar or spelling.

56. Maintaining and fostering our culture.

57. Maintaining culture and connection.

58. Lack of social connection

59. Keeping up employee engagement for the f/t telecommuter and building trust (cultural) for Managers.

60. safety - physical and mental for our employees and customers.

61. ensuring performance metrics are being sustained and increased

62. Managing and technology. Also, some lower productivity

63. The potential to not connect to the organization and therefor never build credible relationships needed to influence and be successful.

64. Keeping remote-based employees connected to the core company and maintaining open lines of communication.

65. balancing on work / off work time and childcare

66. We are all over the US, and the time differences are a challenge....

67. Ability to build relationships, mentor, intangibles of being able to look someone in the eye and have an authentic conversation; zoom meetings don't really allow that

68. Connectivity on video conferencing and the personal interface with individuals.

69. Too many meetings; no face to face huddles.

70. Keeping the team connected and engaged. Maintaining culture.

71. Isolation.

72. Changing paradigms of managers

73. Building a sense of community or team where people are feeling that they are part of something bigger than themselves.

74. Lack of natural opportunities for colleagues across teams to have interaction with one another.

75. Keeping sense of community

We asked executives and CHROs, *"What is the greatest challenge related to working remotely?"* Both groups shared similar feelings relating to the challenges of working remotely, including comments about feelings of social isolation, lacking collaboration and teamwork with co-workers, "Zoom fatigue," and access to specialized office equipment.

76. Helping people develop new habits, including taking breaks periodically throughout the day instead of sitting for 8-10 hours on calls & in meetings, plus juggling everything being at home requires (homeschooling kids, managing kids' or other dependents' needs with a partner or single-handedly, etc.) and trying to preserve collaboration and innovation without the usual spontaneous, creative moments that happen in person in an office.

77. lack of connection with colleagues, manager...etc. which is for some functions in particular very difficult to manage on the mid term

78. Maintaining high levels of employee engagement, ad hoc collaboration

79. Casual interaction that's creates culture

80. We are fortunate that our IT infrastructure performed well during this time. The greatest challenge is managers being equipped to manage a remote workforce.

81. Childcare