PA ENTERPRISE

DeskDemon's Magazine for Executive PAs, Office Managers and Secretaries

June/July 2021

Burnout: symptoms & treatment

1 in 4 of us would transfer all of our money to a scammer

48% of UK businesses impacted by fake reviews and negative social media posts last year

Making the Hybrid Office work: tips to prepare the transition

What UK workers are dreading about an office return

PA Enterprise is published by

Deskdemon.com

Deskdemon COM The World's Largest Website for Executive PAs, Secretaries, Administrators & Office Managers

As an office worker, where do you go for information, advice, tutorials, vital tools, training and relaxation?

DeskDemon is the world's largest resource, information and community site for Administrative Professionals, Executive PAs, secretaries, Administrators and Office Managers. Providing essential information, resources, tips, tricks, tools, quick links, templates, editorial features and best practice on all the daily tasks the secretarial community perform – from travel, meetings, conferences and events to managing technology, office supplies, people and their careers.

(四)

Contents







- 4 Staffing companies are failing to record data on the diversity of their staff
- 6 Burnout Symptoms and Treatment
- 10 1 in 4 of us would transfer all of our money to a scammer
- 13 WFH forever? Forcing workers back to the office 'may be illegal'
- 14 48% of UK businesses impacted by fake reviews and negative social media posts last year
- 16 "Mediocre" male managers are blocking women's development in the finance world because they are better at office politics
- 18 Making the Hybrid Office work: 4 tips to prepare the transition
- 20 What UK workers are dreading about an office return









PA Enterprise is sent to DeskDemon UK e-newsletter, audited by ABCe (5th/6th July 2007) with a net distribution of 70,581 email addresses.

PA ENTERPRISE



PA ENTERPRISE MAGAZINE

www.deskdemon.com

Terminal House, Station Approach, Shepperton, Middlesex TW17 8AS

Editorial editoruk@deskdemon.com

Advertising Tel: 0870 410 4038 mek@deskdemon.com

Design & Production

Jane Bigos Graphic Design janebigos@deskdemon.com

Kulasekaram Vimalarasa (Raj) Web Developer raj@deskdemon.com

Managing Director Mek Rahmani Founder, CEO mek@deskdemon.com

All rights reserved. No part of this Publication (whether in hardcopy or electronic form) may be copied, transmitted, or reproduced in any form or by any means, electronic, mechanical, recording, photocopying, or otherwise, without the prior written consent of DeskDemon.com Whilst every care is taken in the compilation and publication of this publication, DeskDemon.com can not be held responsible for any consequences, mistakes or omissions. DeskDemon.com can not accept any responsibility for any inaccuracies or changes, or for consequential loss arising from such changes or inaccuracies, or for any other loss. Inclusion of any advertisements does not imply recommendations or endorsement by DeskDemon.com

Copyright 2021 DeskDemon.com

Staffing companies are failing to record data on the diversity of their staff

- 41% of staffing firms don't record workplace demographics
- Respondents said there is generally a culture of diversity and inclusivity in recruitment, but were less certain about their firms' active policies
- Religious beliefs and staff qualifications least likely of all data to be recorded

Joint research from the Association of Professional Staffing Companies (APSCo) and the Recruitment & Employment Confederation (REC) has revealed that two in five employment businesses (41%) do not record data on the demographic makeup of their own workforce and leadership teams.

In a survey of both corporate and individual representatives across the recruitment sector, the trade bodies found that many firms felt unable to track this information as they are 'too small of an organisation' (quoted by 38% of respondents) or simply hadn't considered it (26%).

While survey respondents generally agreed that a culture of diversity and inclusivity exists within recruitment, there was far greater uncertainty about staff having access to equality, diversity and inclusion (ED&I) training and whether their business had an active and evidenced ED&I programme.

According to the REC and APSCo, with ED&I rising up the corporate agenda for client businesses, recruiters themselves need data to ensure their own workforce reflects the diversity of the businesses they partner with.

Ann Swain, Chief Executive of APSCo commented: "When we first embarked on this collaborative research, our hope had been to identify what the current make-up of the recruitment sector looked like, any discrepancies between corporate and individual views, and where diversity may be 'lacking'. What we found, though, was a more pressing issue: a lack of information. Without a clear and honest picture of your workforce, will be difficult for staffing companies to identify where there are gaps or what demographics are currently under-represented.

"However, while we might not be where we'd like to when it comes to being able to identify the demographic balance in the recruitment world, now is the time to commit to driving true diversity starting with accurate and essential recordkeeping. There are restrictions on what employers can and can't ask staff and how recruitment businesses approach the tracking of sensitive personal data will require careful management and guidance. Through APSCo Embrace - an all-encompassing Equality, Diversity & Inclusion member service which includes a number of different strands to support recruitment firms with their own ED&I approaches - we will be working closely with our members to help them navigate the diversity landscape."

Neil Carberry, Chief Executive of the REC, said: "The glaring finding of the report is a lack of effective diversity monitoring in some recruitment businesses. As the old saying goes, what gets measured gets managed, so effective data collection needs to spread more broadly



across the industry. The REC will be there to help support recruiters on this journey. This is already a core part of our business plan, as reflected by our signing up to the Race at Work Charter, being a Disability Confident organisation, and the regular content and advice we provide to members through the REC website and podcast. There will be more to come later this year!

"More than any other sector, recruitment sits at the heart of workplace diversity and inclusion. As an industry, we open up opportunity to millions of people every year. Many in the industry are making a difference, both individually and collaboratively – and our own firms being examples of good practice is central to making progress. That's why the REC and APSCo chose to work together on this issue."

The joint research found that religious beliefs and staff qualifications are least likely to be recorded, with 90% and 73% of corporate respondents respectively stating they do not collect this data. A further 65% of those organisations surveyed said they did not record any sexual orientation data on their workforce while 40% don't collect information on the age of their workforce. In terms of demographic data, the joint research found that:

- Over 75% of corporate respondents' workforces were White British, with 40% of corporate respondents indicating that their entire senior leadership team (SLT) is White British.
- There is a fairly even balance between men and women at a senior level in the recruitment sector.
- 94% of individual recruitment professionals said they were heterosexual, while 24% of business respondents reported that their entire workforce was heterosexual.

Both recruitment trade bodies agreed that it is important for businesses in the sector to record demographic data in line with the compliance and relevant guidelines associated with the tracking of sensitive data. Collecting this data is an important stepping stone in improving diversity and inclusion practices in the staffing industry. Both the REC and APSCo will be working with their members to provide best practice and legal guidance on the best ways to do this.

Burnout Symptoms and Treatment

People who are struggling to cope with workplace stress may place themselves at high risk of burnout. Burnout can leave people feeling exhausted, empty, and unable to cope with the demands of life.

It has recently been in the news that Bumble employees have been given a paid week off work to recover from "collective burnout" triggered by the pandemic. Founder and CEO of the dating app, Whitney Wolfe Herd is said to have sent a memo to all 700 of Bumble's employees, telling them to switch off and focus on themselves for a full week.

Burnout may be accompanied by a variety of mental and physical health symptoms as well. If left unaddressed, burnout can make it difficult for an individual to function well in their daily life.

What Is Burnout?

The term "burnout" is a relatively new term, first coined in 1974 by Herbert Freudenberger, in his book, Burnout: The High Cost of High Achievement. He originally defined burnout as, "the extinction of motivation or incentive, especially where one's devotion to a cause or relationship fails to produce the desired results."

Burnout is a reaction to prolonged or chronic job stress and is characterized by three main dimensions: exhaustion, cynicism (less identification with the job), and feelings of reduced professional ability.

More simply put, if you feel exhausted, start to hate your job, and begin to feel less capable at work, you are showing signs of burnout.1

The stress that contributes to burnout can come

mainly from your job, but stress from your overall lifestyle can add to this stress. Personality traits and thought patterns, such as perfectionism and pessimism, can contribute as well.

Most people spend the majority of their waking hours working. And if you hate your job, dread going to work, and don't gain any satisfaction out of what you're doing, it can take a serious toll on your life.1

Signs and Symptoms

While burnout isn't a diagnosable psychological disorder, that doesn't mean it shouldn't be taken seriously.

Here are some of the most common signs of burnout:

• Alienation from work-related activities:

Individuals experiencing burnout view their jobs as increasingly stressful and frustrating. They may grow cynical about their working conditions and the people they work with. They may also emotionally distance themselves and begin to feel numb about their work.

• Physical symptoms:

Chronic stress may lead to physical symptoms, like headaches and stomachaches or intestinal issues.

Continued 🕨

PA Enterprise is published by **Deskdemon**.com



PA Enterprise is published by **Deskdemon**.com



• Emotional exhaustion:

Burnout causes people to feel drained, unable to cope, and tired. They often lack the energy to get their work done.

• Reduced performance:

Burnout mainly affects everyday tasks at work or in the home when someone's main job involves caring for family members. Individuals with burnout feel negative about tasks. They have difficulty concentrating and often lack creativity.

It shares some similar symptoms of mental health conditions, such as depression. Individuals with depression experience negative feelings and thoughts about all aspects of life, not just at work. Depression symptoms may also include a loss of interest in things, feelings of hopelessness, cognitive and physical symptoms as well as thoughts of suicide.

Risk Factors

A high-stress job doesn't always lead to burnout. If stress is managed well, there may not be any ill-effects.

But some individuals (and those in certain occupations) are at a higher risk than others.

The 2019 National Physician Burnout, Depression, and Suicide Report found that 44% of physicians experience burnout.

Their heavy workloads place individuals with certain personality characteristics and lifestyle features at a higher risk of burnout.

Of course, it's not just physicians who are burning out. Workers in every industry at every level are at potential risk. According to a 2018 report by Gallup, employee burnout has five main causes:

1. Unreasonable time pressure.

Employees who say they have enough time to do their work are 70 percent less likely to experience high burnout. Individuals who are not able to gain more time, such as paramedics and firefighters, are at a higher risk of burnout.

2. Lack of communication and support from a manager

Manager support offers a psychological buffer against stress. Employees who feel strongly supported by their manager are 70 percent less likely to experience burnout on a regular basis.

3. Lack of role clarity

Only 60 percent of workers know what is expected of them. When expectations are like moving targets, employees may become exhausted simply by trying to figure out what they are supposed to be doing.

4. Unmanageable workload

When a workload feels unmanageable, even the most optimistic employees will feel hopeless. Feeling overwhelmed can quickly lead to burnout.

5. Unfair treatment

Employees who feel they are treated unfairly at work are 2.3 times more likely to experience a high level of burnout. Unfair treatment may include things such as favoritism, unfair compensation, and mistreatment from a co-worker.

Prevention and Treatment

Although the term "burnout" suggests it may be a permanent condition, it's reversible. An individual who is feeling burned out may need to make some changes to their work environment.5

Approaching the human resource department about problems in the workplace or talking to a supervisor about the issues could be helpful if they are invested in creating a healthier work environment.

In some cases, a change in position or a new job altogether may be necessary to put an end to burnout.

It can also be helpful to develop clear strategies that help you manage your stress. Self-care strategies, like eating a healthy diet, getting plenty of exercises, and engaging in healthy sleep habits may help reduce some of the effects of a high-stress job.

A vacation may offer you some temporary relief too, but a week away from the office won't be enough to help you beat burnout. Regularly scheduled breaks from work, along with daily renewal exercises, can be key to helping you combat burnout.

If you are experiencing burnout and you're having difficulty finding your way out, or you suspect that you may also have a mental health condition such as depression, seek professional treatment.

Talking to a mental health professional may help you discover the strategies you need to feel your best.

Elizabeth Scott

verywellmind.com



PA Enterprise is published by **Deskdemon** com

1 in 4 of us would transfer all of our money to a scammer

A recent survey conducted by KIS Finance has revealed worrying statistics regarding safe account scams.

- 48% have either never heard of safe account scams, or they have heard of them but wouldn't know how to identify one.
- 25% would transfer all of their money to a 'safe account' if someone that they believed to be from their bank, or a police officer, called them and said their bank account had been compromised.
- 47% of those aged between 25 and 34 would transfer all of their money to a 'safe account' if someone that they believed to be from their bank, or a police officer, called them and said their bank account had been compromised.

The survey asked 2,000 participants whether they know what a safe account scam is and, more importantly, whether they think they would fall for it and transfer their money to a scammer.

Over a quarter (25.7%) of people said that they would transfer all of their money to a so-called 'safe account'. This is if they received a phone call from someone (that they believed to be a police officer, or a bank representative) telling them that their bank account has been accessed by scammers and their money is at risk of being stolen.

This figure rises sharply in the 25-34 age category with 47% of this group stating that they would willingly transfer their money to a 'safe account' if they received one of these calls.



Why are safe account scams such a huge problem?

As the value of these scams can be so substantial for the scammers conducting them, the number of cases is continuing to grow.

According to Santander, the number of reported safe account scams rose by 53% in 2019 (the latest data available) compared to the previous year. The average amount lost per case was a staggering £5,634.

In safe account scams the fraudsters cold-call their victims and pose as either a bank representative or as a police officer. If they're posing as a police officer, they will usually tell the victim that their bank account has been accessed by scammers. If

Percentage of people who do not know what a safe account scam is or how to identify one, by age.

18 - 24: 33.3% 25 - 34: 18.3% 35 - 44: 25.4% 45 - 54: 28.4% 55 - 64: 32.4%

Percentage of people who would transfer their money to a 'safe account', by age.

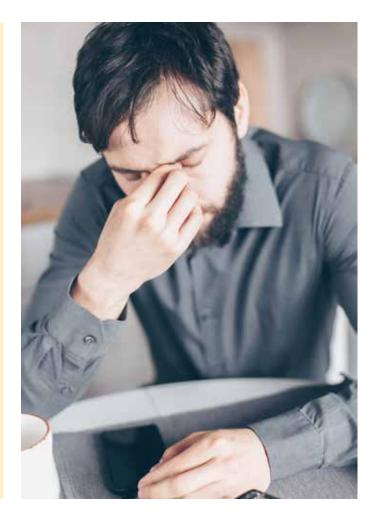
18 - 24: 32.2% 25 - 34: 47.0% 35 - 44: 35.4% 45 - 54: 19.2% 55 - 64: 10.4% 65+ : 8.6%

they're posing as a bank representative, they may give the same reason or claim that an employee in the branch has been stealing money from customers. Either way, they frighten their victims into believing that their money is at high risk of being stolen and the only way to prevent it is by transferring everything they have to a so-called 'safe account'.

They will tell the victim that the account has been set up in their name and that they'll have full access to it once they've transferred the money over. However, it is actually a bank account controlled by the scammers and once the money has been transferred it will be very difficult, if not impossible, to get it back.

Holly Andrews, Managing Director at KIS Finance and personal finance expert says:

"Safe account scams can see victims losing their life's savings in the space of minutes, having a detrimental effect on those who fall for it – both



financially and emotionally.

These scammers are smart – they know exactly how to manipulate the conversation and gain their victims' trust.

For example, they will usually ask 'security questions' at the beginning of the call in order to gain information such as security codes, login details, and bank balances. If the customer later becomes suspicious then they use this information to prove their legitimacy, relying on the customer forgetting that they gave them this information in the first place.

They will also spoof the phone number so even if someone was to check, their bank's genuine fraud number and the number that's calling them will match.

The number of people who have said that

Continued 🕨



they would willingly make the transfer if they received one of these calls is extremely worrying, especially in the younger age groups where the percentages are significantly higher.

It sends a clear message of the work that still needs to be done on fraud awareness across the finance and banking sectors. It also leads to the question of whether fraud education should be introduced at school level, and/or when young adults open up their own bank accounts for the first time.

It's so easy these days for anyone to open up a current account online with banks like Monzo and Starling making the process so simple and without the need to speak to a single person. More and more young adults are opting for these types of banks and very little or no information is given on the risks of fraud and how to identify the different types of scams. This is definitely an area where more fraud education can be introduced to prevent people from being targeted further down the line.

Scammers are continuously developing their tactics and techniques to stay one step ahead, so the only way to protect customers is to teach them how to identify these scams."

Tips for customers on how to identify and protect themselves from safe account scams

- The most important thing to remember is that your bank will never call you out of the blue and they will never ask for any personal information, bank details, log-in details, security codes, or for you to transfer any money over the phone.
- If you receive a phone call from anyone claiming to be from your bank asking you for any details or to transfer money, you should hang up immediately and report it. Do not call them back on the same number, use the phone number on the back of your bank card.
- •The scammers will be very pushy, and potentially threatening if you don't do what they say. They will stress how urgent the situation is and will persuade you to stay on the call (rather than allowing you to hang up and phone them back). A genuine bank would never do this.
- Stick to your gut instincts if something doesn't feel right then it probably isn't.

WFH forever? Forcing workers back to the office 'may be illegal'

Millions of office staff could be given a 'default' right to work from home under post-pandemic plans being mulled over by ministers.

The proposals would change the law to make it illegal for employers to insist on staff attending the workplace unless they can show it is essential.

The government will consult on the plan – part of a drive to promote flexible working – over the summer, ahead of possible legislation later this year, it has been reported.

A Whitehall source told the Daily Mail: 'We are looking at introducing a default right to flexible working. That would cover things like reasonable requests by parents to start late so they can drop their kids at childcare.

'But in the case of office workers in particular it would also cover working from home – that would be the default right unless the employer could show good reason why someone should not.'

The move could cause a backlash amid fears it could damage productivity and prevent a return to normality in town and city centres.

It is also likely to spark a cabinet battle – as both Boris Johnson and Rishi Sunak have spoken of their wish to get Brits back at their desks.

The pair have plugged the benefits of office life as well as the danger that a permanent home-based culture could create 'zombie towns'.

But Cabinet Office minister Michael Gove suggested that a hybrid model that included home working was likely to become the norm for millions.

Meanwhile, a leaked Cabinet Office presentation on how the country can eventually 'live with Covid' recommends that the government



should not actively tell people to go back to the workplace even if all social distancing measures are lifted on July 19.

According to Politico, there will not be legal requirements on home working, giving employers the choice on whether to make their staff face a commute once again.

But the paper tells ministers to err on the side of caution and encourage a hybrid approach rather than a full time return.

The document also warns there may need to be a return to tougher social distancing measures in winter to avoid a fourth wave.

No 10 insisted that no decisions have yet been made on the proposals, with a review into longterm social distancing measures still ongoing.

A government spokesman said: 'We have paused at Step 3 for up to four weeks due to the new Delta variant, and we will continue to assess the latest data on this variant over the coming weeks.'

metro.co.uk

48% of UK businesses impacted by fake reviews and negative social media posts last year

A new report published by the online reputation management consultancy, Igniyte, has highlighted the damaging impact that fake customer reviews and negative social media posts have had on UK businesses in the last year.

A new report has found that 48% of UK businesses felt an impact on their company's reputation and sales in the last year due to negative content about their brand online

39% of companies are being affected by fake online reviews and 71% believe negative social media is the most damaging content to their company reputation

The report which surveyed 500 UK business owners, and managers who make strategy or marketing decisions, shows the damaging effect that negative online content is having on UK business's reputation, specifically fake online reviews, and critical social media comments. The report also analyses the way businesses currently handle negative online content about their brand.

The new research found that 48% of UK businesses felt an impact on their company's reputation and sales in the last year due to negative content about their brand online.

39% of businesses say that they have been directly affected by fake reviews on platforms such as Google, Trustpilot, Trip Advisor, Reevoo and Reviews.co.uk in the last year. A staggering 68% of businesses are now worried about fake reviews and 84% of managers say online reviews are critical to the financial and reputational state of their business.

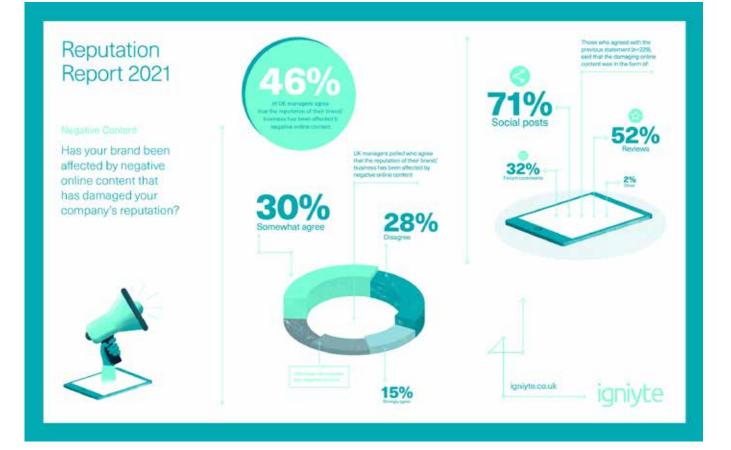
Fake or negative online reviews are now seen as the biggest threat to the reputation of UK businesses in 2021. However, the data shows 47% of businesses do not actively deal with or respond to their online reviews.

Additionally, 71% of businesses say critical posts and malicious comments on social media are the most damaging form of online content to their business - across platforms such as Instagram, Facebook, Twitter, Tiktok, Pinterest, YouTube, and Reddit.

The new research asked what businesses felt were the biggest threats to their company's reputation and aims to help guide businesses on how to improve their negative reputation.

The biggest threats to a business's reputation in 2021 are:

- 1. Negative reviews
- 2. Online crises (including Social Media crises)
- 3. Offline crises (e.g., operational or product failure)
- 4. Other businesses undercutting
- 5. Incidents with employees or board members
- 6. Lack of company social media activity



In 2021, negative online content about brands, such as social media or negative press coverage, is now a bigger threat to business reputation than operational issues like pricing, product failures or employee conduct.

However, 25% of businesses do not currently monitor their company's online reputation through appropriate monitoring tools. In fact, 28% of the UK managers surveyed did not believe their business has been affected by negative online content.

Speaking about the findings, Simon Wadsworth, Managing Director of Igniyte, said: "We know the importance of online reputation to brands and businesses, and as specialists, we monitor changes closely. We've been tracking the causes of reputational risk for over ten years and it's interesting to see the worry that negative, or worse still fake, reviews are causing, but we know there are lots of options that can be done.

"What our Reputation Report 2021 shows very clearly is that threats both offline and online are

affecting UK brands and businesses – often with huge financial implications. Tackling these often requires specialist help, starting with effective monitoring and auditing and including ongoing work to create and maintain a robust brand image – for individuals and businesses."

Miles Bentley, Head of Marketing at Yoono, a brand-new start-up that offers reputation reports, adds: "your online reputation can be what makes or breaks you, whether an individual, a business, or a brand. In today's digital world, people can find out a lot about you with a few searches, and we know how damaging that can be.

Critical customer reviews, negative social media comments and bad press are a much bigger problem for businesses than you might think, with many people using this information as a reason to not do business with them. Taking control of your reputation is really important, and one of the first steps is knowing what is being said about you, and what are your priorities." "Mediocre" male managers are blocking women's development in the finance world because they are better at office politics



Women also said many managers "faked empathy" on diversity, and more direct bosses were easier to work with.

The report, backed by the London School of Economics, called for culture change to improve diversity.

Author Prof Grace Lordan said: "We've made a lot of progress since the overt sexism of the 1980s and 1990s.

"But the problem today is cronyism."

The research, based on interviews with 79 women in the City, was carried out by the LSE and the Women in Banking and Finance campaign group.

Those polled felt they had to show sustained excellence in order to progress and faced more scrutiny than male peers.

"A poor manager can derail your entire career. We need a culture change and managers who really understand the benefits for diversity in organisations," said Prof Lordan.

The women also reported a tendency for male managers to stand on a platform of diversity while doing little to improve it - in other words "faking empathy".

Most of the women said they preferred harsher managers who lacked empathy because they "knew where they stood".

'Black women have to outperform

According to the report, the problem was worse among black women in finance. A quarter of those surveyed were black who described having "more headwinds and less tailwinds than other women". They said they were held up to higher levels of scrutiny and needed to work harder to receive the same recognition as men and white women.

Dr Shefaly Yogendra, a non-executive director at JP Morgan's US Smaller Companies Investment Trust, told the BBC she struggled to find work in finance when she moved to the UK 20 years ago, despite having run five businesses and having two degrees.

"I would continually not get consideration by boards of those same blue chip companies who like to look at validation of other companies before they allow people like me into boardrooms," she said.

"That systemic exclusion has not ended and it effects a lot of women, especially women of colour."

There has been renewed attention to the lack of female representation on the boards of big companies.

Government guidance states that one-third of board members in the FTSE 350 - the 350 largest

companies on the London Stock Exchange should be women and that target has largely been met.

But new research shows that nearly half of smaller listed firms have only one female director or none at all.

Gender-diversity consultancy The Pipeline slast year found that large UK firms whose executive boards are at least one-third female are 10 times more profitable on average than all-male boards.

The LSE research said rewarding collaborative working and encouraging more flexible working could boost opportunities for overlooked employees in finance, including men who are more introverted, minorities and women.

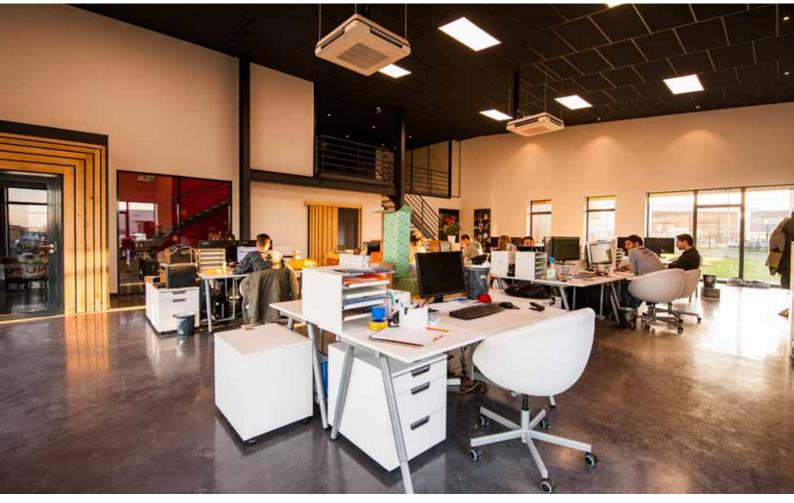
Laura Lambie, senior investment director at Investec, said that the rise of flexible working in the pandemic could boost diversity.

"If you go back 10 years it's not surprising you don't get the best managers if you're only considering half the population," she said.

BBC News



Making the Hybrid Office work: 4 tips to prepare the transition



As the numbers of COVID cases have started going down in several developed economies, such as the US or the UK, many offices are partially reopening. Such reopening will lead to what many have called a hybrid office: a hybrid form of working where some employees are back in the office some days a week, at least, while, in the meantime, some continue to work from home fully.

Many organizations I have exchanged with are struggling with a range of issues. First, there is a central challenge around planning: who should they send back to the office? For how many days a week? Under which format and constraints? Second, once this plan is designed, there is a question of fairness: who should be allowed to stay remote? Will remote workers be evaluated the same way? Third, how should internal communication be approached? How will we ensure that office and remote workers can communicate effectively? Is there a risk of having two divergent cultures? (a "remote" and an "office" culture)

TIP 1: Think about WHY you need your office

However, the mother of all questions is: Why do you need the office in the first place? Organizations will first have to answer this question to prepare effectively. The need to return to the office might be motivated by teams' struggle to think creatively when remote. Or organizations might be worried that organizational culture, a critical intangible asset, is eroding. Alternatively, organizations might be concerned that their workers have been deprived of face-to-face social connections.

Based on this diagnosis, organizations can start thinking about how, when, and under which format they ask their people to come back to the office. If it's a question of creativity, creative teams should come work simultaneously in the office. In case of a fear of cultural erosion, the organization needs to think about those teams that drive and spread the culture.

TIP 2:

Plan your transition to a hybrid office

As many organizations rush into hybrid offices, they forget some essential steps. First, their offices need to be tech-ready, to enable meetings that smoothly join office and remote workers. The technology is likely to evolve rapidly, and as a consequence, organizations will have to invest in updating the technology for their hybrid office regularly.

Importantly, organizations also need to assess who will come back to the office, under which social distancing constraints, and what support staff will be needed on the field. And the support staff might not be very enthusiastic about having to be brought back to the office. Incentives will be paramount for those that do not have the choice of staying remote.

TIP 3:

Ensure your remote workers are fairly evaluated and have access to the same opportunities as office workers

Ideally, all the workers who want to, should be able to come back to the office. But in many cases, employees may be in situations that prevent them from doing so – if they have to care for dependents, for example, or if they are shielding. Many evidence shows that remote workers tend to suffer from their distance from the office and face-to-face interactions. We know that "showing your face" at work matters. Remote workers might also end up being excluded from critical decision-making and social aspects.

Thus, it is crucial to highlight the potential bias against remote workers, faced by managers, when evaluating employees. A substantive and explicit effort will be needed to include remote workers in all decisions.

TIP 4:

Communicate and share information in a consistent way

Another significant and related risk with hybrid offices is that remote and office workers may have differential access to information. Crucial information (such as an internal job opportunity) might more easily circulate informally in the office than through remote means. But similarly, tasks and projects need to be explicitly communicated about, using channels that put office and remote workers on an equal footing.

Consequently, managers need to ensure that they use communication channels available to both sides (emails, Teams groups, intranet, hybrid meetings), and make information explicit and non-ambiguous.

After a year of remote work, there is a temptation to see the hybrid office as a holy grail. Many see hybrid working as a win-win situation for both employees and their organizations. In reality, without a careful transition strategy, it might create new forms of organizational inequalities between office and remote workers. Integrating remote workers in the organization's social fabric, providing them fair opportunities, and preserving their voice, will require a conscious effort both from the managerial and technological points of view.

> Thomas Roulet www.forbes.com

What UK workers are dreading about an office return

Commuting, early starts, chatting to colleagues and getting dressed... what more than one in ten UK office workers are dreading as many return to work post lockdown

A study of 1,500 Brits carried out in May by Cartridge People found that 12% were dreading having to chat to co-workers the most when they're back in the office. This didn't top the list of things people were least looking forward to. The results revealed that 40% were dreading the commute although this percentage rose to 50% for respondents based in London.

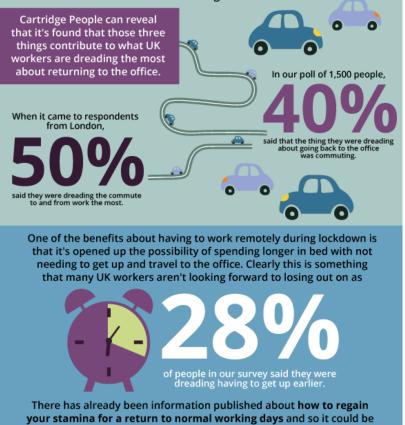
One of the benefits about having to work remotely during lockdown is that it's opened up the possibility of spending longer in bed with not needing to get up and travel to the office. Clearly this is something that many UK workers aren't looking forward to losing out on as 28% of people in our survey said they were dreading having to get up earlier.

It would seem that the need to make sure we're in appropriate workwear when we return to the office is a worry for the UK office-based workforce; 17% of people said "having to dress

Revealed: What UK Workers Are Dreading The Most About Return To Office



Commuting, getting up earlier and dressing appropriately for work are all things that office workers have been able to avoid when working from home through lockdown.



that the return to work may see some sleep patterns adjusted.

PA Enterprise is published by **Deskdemon**.com

appropriately" was something they were now dreading.

The study also found that in Wales, more than one in five were dreading catching up with colleagues in person. This is compared to 12% in England, 11% in Scotland and 3% in Northern Ireland.

Commenting on the findings, Cartridge People Managing Director, John Flanagan, said: "It's understandable that so many office workers have got used to not having to travel in to work and there are clearly many things people are concerned about when it comes to returning post-pandemic.

"As employers, it's important to try and understand what can be done to help those who are worried, for instance, looking at a hybrid of remote-working and office-based to try and introduce a gradual return to the office. When it comes to people having become used to a bit more sleep than before the pandemic, a gradual return would be helpful to avoid staff becoming fatigued by an immediate return to commuting on less sleep."

Cartridge People's survey of 1,500 people took place during May 2021.

People revealed that only dressed from the waist

up during video calls.

Back in December

2020, Cartridge

It would seem that the need to make sure we're in appropriate workwear when we return to the office is a dread for the

of people who said "having to dress appropriately" was something they were now dreading.

Are you looking forward to having more social interaction with colleagues when you go back to the office? Well, it turns out that not everyone is as excited. We found that

of people were actua dreading having to talk to work colleagues.

From analysing the data further, we can also reveal the nation with highest percentage of workers dreading an office chat.

Nation	% Dreading having to talk to colleagues
Wales	23%
England	12%
Scotland	11%
Northern Ireland	3%

It's not just having to talk to colleagues that's filling people with dread. In our survey,





Already in 2021, there have been reports of office-scented candles proving popular but we doubt too many of those candles have been ordered by our respondents.

What are people dreading about going back to the office?

Commuting



and/or colleagues







PA Enterprise is published by Deskdemon.com