



Faculty of Social Sciences

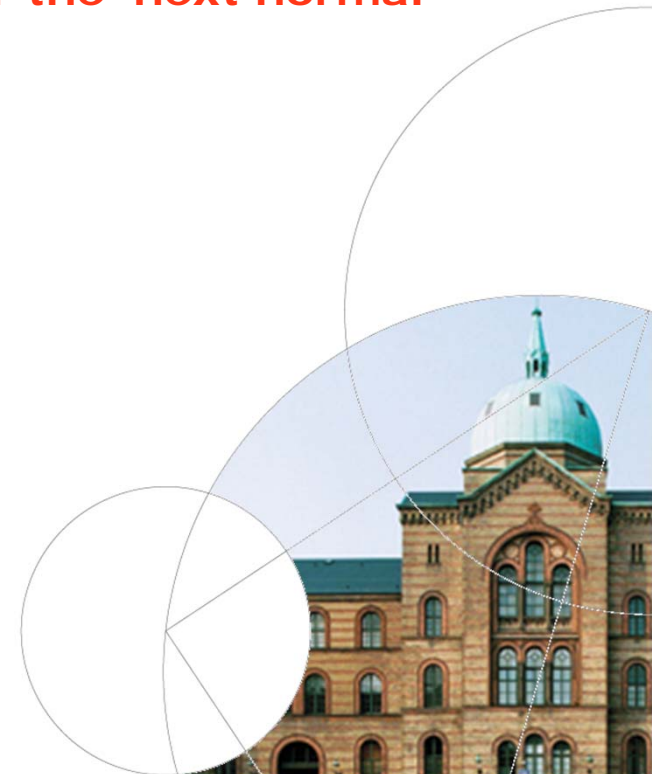


## How is COVID-19 changing the way we are working?

- consequences of distance management for the 'next normal'

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## Super fast research

- COVID-19 call from Innovation Fund Denmark 27. March
- Application dead-line 3. April
- Grant received 15. April 10 AM
- Research started 15. April 12 AM
- Report no. 1 based on 37 interview delivered 10 weeks later 25. June

*"Never let a good crisis go to waste."*

*Winston Churchill*



## Main results - productivity

- ***Management: Productivity higher than expected***
- Main reasons:
  - Time for contemplation → more fun to work
  - No transportation to work
  - No (management?) interruption
- Steep learning curve for management:
  - employees are actually working w/o supervision...



## Main results – meeting culture

### Virtual meetings:

- More effective
- More clear agenda (management better prepared)
- To the point
- Less chit-chat
- The talkative shuts up (mute) – and the introverts gets to talk



## Main results – meeting culture

### What is missing in the virtual meeting?

- Chit-chat is socially important
    - creates work-place coherence
  - Risk-managment at the coffee-machine
  - - informal talks
    - means fewer mistakes
    - breaks down the silos in an organisation
- *chit-chat is productive!!!*



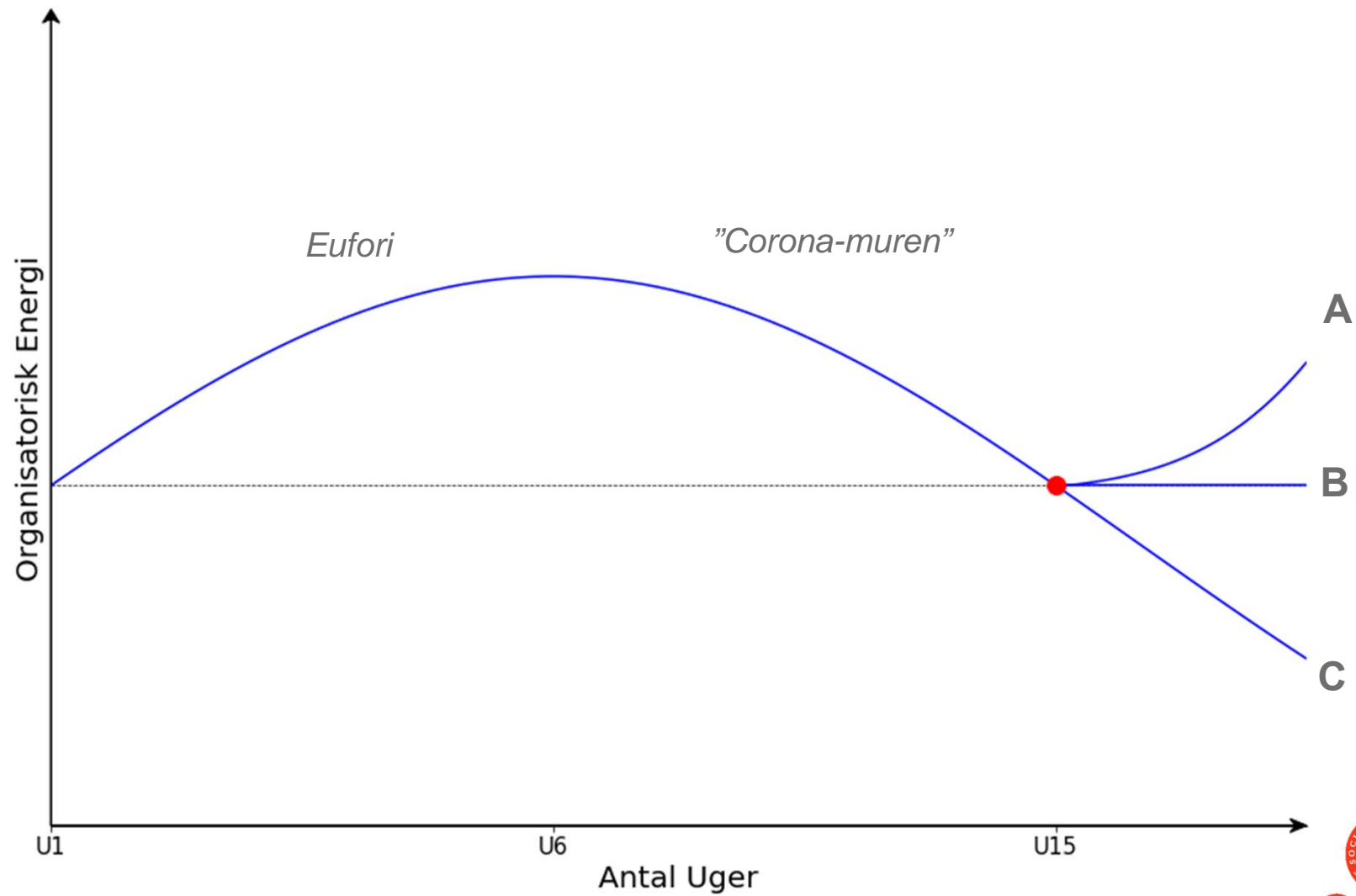
## Main results – corona allows mistakes & creativity

### Managements evaluation:

- Room for trial & error
  - Lots of creativity among employees
  - sometimes new talents are found



## Organisationa energi during the COVID-19 crises





## What to take with us?

### *Carpe diem for HR:*

- A unique chance to show the value of HR...
- ... but also at risk of failing 'out of management'



## What to take with us?

- **Productivity, creativity *and* satisfaction high when working home**
  - are we right about being worried about work-life balance?
  - a new agenda demands concessions on both sides



## What to take with us?

- *Virtual meetings are more effective...*
- *...but physical meetings:*
  - are better for detecting the well-being of employee/colleagues
  - creates coherence at the work-place
  - is important for risk management
  - breaks down silos in the organisation



## What to take with us?

*"When two people meet physically at a white-board,  
something common third develops  
– something that is more than just you and me  
together."*

Head of Digitalisation in a major public company



## What to take with us?

Perhaps the most important outcome the COVID-19 crisis (work-life wise):

*Management is going through a steep learning curve!*



***Thank you for your attention!***

