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RESEARCH & INSIGHTS

Authors: Kim Winter

The Culture Conundrum of Freedom vs Inclusion in an increasingly Remote World

This is the fourth in a monthly series of articles (and vodcasts) providing insights into talent management, talent attraction, executive search, recruitment, talent development and career transition.

The Covid-19 Pandemic has escalated the trend for remote working and in many cases rendered the trend essential.

Almost two years into the pandemic, many companies are increasingly encouraging employees to work from home and for many organisations the practice provides a range of benefits. The well-known and promoted up-sides for employees are many and varied,



including saving time and money commuting, more time with family, greater flexibility in time/task allocation and safer work environment regarding potential infection.

Employers are becoming relaxed about the new work arrangements. An increasing number see enhanced productivity and, outcomes and are investing in advanced tech to support employees in a domestic environment. Notable are investment in tools which provide better visualisation, enhanced infrastructure platforms, and next generation communication and work collaboration systems.



Some elements of the economy and some business sectors and entire countries are better placed for remote work than others.

The logistics and supply chain sectors have significant elements requiring hands on, in-situ attention. Whilst there is a quickening of the pace of development and utilization of digitization, AI, robots, etc across logistics and supply chain ecosystems, people on the ground are absolutely essential on most day-to-day activities.

High-tech warehouses, manufacturing sites and fulfilment centres have become increasingly common in recent years, and while driverless vehicles are entering service everywhere, humans are the essential glue that provide successful outcomes to a massive proportion of tasks.

Mature economies are naturally in a stronger position to facilitate remote work, with countries such as Britain, The United States, Australia, Germany and Japan capable of allocating remote work for between 25 - 50% of their workforce. The corollary if this is countries such as Mexico and India which are less well positioned to offer work from home (@ 12% to 26%) according to “Financesonline.com -work from home trends 2021”.

Working from home is in many cases changing the talent / employment narrative, and making a major impact on company culture.

According to research house O C Tanner, in the near future, “employees will expect enhanced flexibility in many aspects of their work lives and will change jobs, if necessary, to get it”. They promote the view that when employees experience this flexibility, outcomes tend to improve to the following degrees:

- 41% higher likelihood of engagement
- 77% higher likelihood of retention
- 41% higher likelihood of being a Promoter on the eNPS scale

**OC Tanner Insights/articles/2021/10/27*

In a LinkedIn poll (Logistics Executive Group Sept 2021) in reference to “The Great Resignation” during the period of the pandemic, when asked, for the reasons for those

who have resigned during Covid-19, the top responses were, “Better culture opportunity” (39%), “Covid resulted in me reprioritising my life” (29%) and “A better remuneration opportunity” (27%).



Kim Winter • 1st

TOP 1% Logistics & Supply Chain Influencer* Head Hunter * Corporate ...

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There is much speculation about the supposed increase in resignations (The Great Resignation) during the period of the pandemic to date. We want to gather and share data to shed some light on this 'trend' - if it exist: ...see more

If you resigned during Covid, please share the reason

The author can see how you vote. [Learn more](#)

Covid = me reprioritising life

Better culture opportunity

Better \$\$\$ opportunity

share reason U resigned below

In another one of our LinkedIn polls (Oct 2021) we asked employers why they thought employees were leaving during the pandemic, the resounding reason was that they want more family time (63%).

The 'Great Resignation' refers to a supposed increase in employees leaving their jobs during Covid. As an employer, why are they leaving?

The author can see how you vote. [Learn more](#)

their property value increased

they want more family time

to avoid mandated vaccination

want to work as a contractor

An increasingly debated issue related to work for home flexibility and productivity, is the degree to which employers should / can monitor employee home activity.

The prevalence of monitoring platforms continues to escalate with organisations maintaining they want to monitor employee activity primarily to ensure security and to enhance personal and organisational growth. There is a wide variety of equipment and systems used to provide insight into home working activity, some overt and invasive, others covert and non invasive. Surveillance in general is becoming a matter of increased concern amongst unions and privacy advocates alike.

Monitoring software manufacturers report ever increasing sales, with a wide range of applications available at competitive pricing. A unilateral aspect is that they provide employers with the ability to track and collect data on workers' devices without them necessarily being aware.

Common methods for tracking information / data / productivity include:

- Monitoring websites, apps and emails
- Tracking work time of multiple devices
- Taking screenshots from the computer
- Logging device usage time / keystrokes
- Webcam Activation



Although there are many well documented benefits, the potential of mental health issues of working from home are becoming increasingly apparent. Elizabeth Harz, InterGuard's chief executive recently stated that "with people working from home with their children and their families, employers don't need to be staring at you or your home."

We recently invited our LinkedIn followers to complete another poll and asked C-Level executives to advise of their highest priority when considering employment with another organisation. The results were very clear "Positive Inclusive Culture" (59%) was the dominant factor, versus "Salary Package" (15%) with other considerations being less than (15%).

Aspiring to an inclusive culture whilst enjoying the potential benefits from the freedom of working from home, clearly presents challenges and is a balancing act as organisations / employers and employees face the third year of the pandemic which has changed the personal and business lives of most people, positively and otherwise, forever.



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ABOUT THE AUTHOR



Kim Winter
Group Managing Director
Head of Talent Management

Kim is the founder of Logistics Executive Group and delivers 40 years of executive leadership experience spanning Executive Search & Recruitment, Leadership Development, Executive Coaching, Corporate Advisory, Motivational Speaking and Trade Facilitation across various sectors. Operating from the company's global offices, he is a regular contributor of thought leadership to industry and media, is a professional Master of Ceremonies and is frequently invited to chair international events. Kim is a qualified (IECL Sydney) executive coach, and the Founder / Chairman of successful not for profit humanitarian organisation Oasis Africa (www.oasisafrica.org.au) which has provided freedom from poverty through education to over 8000 mainly orphaned children in East Africa's slums. Kim holds an MBA and BA from Massey & Victoria.

Contact the author:

e: KimW@LogisticsExecutive.com

Phone: +971 4 361 6275

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- Conduct executive search for your business needs.
- Coach your talent to unlock their potential
- Manage dynamic and changing workplaces with ease



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info@LogisticsExecutive.com | www.LogisticsExecutive.com

