FranklinCovey

Help Your Organization

Thrive in the New World of Work



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The New World of Work

Even before the COVID-19 pandemic, many people were redefining their expectations of the workplace and how they might contribute. The pandemic accelerated the shift toward new ways of working that are more flexible, more inclusive, and more supportive of employees' emotional and social needs. The future of work is no longer a place for everybody, but a space for everybody, with an increased emphasis on the employee experience.

The world of work may have changed, but expectations on leaders to produce results have not. Principles of effective leadership that result in superior performance haven't changed either, but when some team members are co-located, some work from home, and even more follow a hybrid model, leaders must apply those principles differently.



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Help Your Organization Thrive

FranklinCovey has studied the transition to the new world of work in-depth as we've helped thousands of clients successfully transition. In doing so, we've identified a collection of best practices that are conducive to success.

We've organized these field-tested and proven best practices into three levels: foundational, operational, and cultural. Their order is intentional and is based on client successes we have experienced. Each level supports the next and positions it to be more readily implemented, adopted, and maintained.

Help your organization thrive in the new world of work. Explore and apply these best practices from FranklinCovey's thought leaders and solutions.

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1. The Foundational Level

Where you begin with the end in mind.



Give your leaders the best practices they need to begin with the end in mind, communicate clearly, and develop next-level self-awareness.

Let's face it—there are legitimate hurdles to making new ways to work both manageable and successful, which is why a solid foundation is of paramount importance. Changes at the operational and cultural levels will not succeed if leaders cannot begin with the end in mind, communicate clearly, and develop next-level self-awareness.

When leaders fail to begin with the end in mind and put first things first, they go off course, miss the mark, and bring their teams with them. As leaders develop these habits of personal vision and management, they can ensure their focus, and that of their team, is on the right things.

Without effective communication, leaders confuse their people, erode confidence and trust, and work harder to achieve inferior results. Through communication, leaders can help their teams overcome the isolation some people may be feeling in this new world of work.

The importance of communication cannot be overstated, particularly when some people are co-located and others are not. Dr. Stephen R. Covey said, 'The deepest need of the human heart is to be understood.' Communication is the means to fill that need.

And leaders that lack next-level self-awareness become their own roadblocks to employee engagement—limiting potential and business outcomes. Leaders with high social-emotional intelligence know when to dial back their contributions to make space for their teams to contribute their best.

Lay a solid foundation to thrive in the new world of work. Give your leaders the best practices they need to begin with the end in mind, communicate clearly, and develop next-level self-awareness.

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Real World Example

One of our client organizations instilled confidence by communicating early and often about shifts in physical location. They alleviated a lot of anxiety by telling employees: This is how we're going to work for the foreseeable future—where you'll be located, the tools we'll use, and the increased two-way communication you can expect, both written and verbal. Informal interaction that used to happen in the break room was planned.

The company invested in their managers, helping them develop empathic listening and coaching skills. Senior leadership clearly defined the primary goals—key business outcomes—and put tools in place to track progress. And they were intentional about the balance between accountability and autonomy.



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Foundational Best Practices

Where preparation pays off.



"Putting first things first means organizing and executing around your most important priorities. It is living and being driven by the principles you value most, not by the agendas and forces surrounding you."

– Stephen R. Covey

Share these best practices from *The 7 Habits of Highly Effective People®, The 6 Critical Practices for Leading a Team™*, and *Multipliers®: How the Best Leaders Ignite Everyone's Intelligence* with leaders in your organization to develop their foundational level capabilities:

- **Begin with the end in mind and put first things first.**
  Often, the list of tasks to accomplish in a week is overwhelming, seemingly impossible. Personal vision and personal management habits are essential when prioritizing efforts to focus on the actions that will have the most significant return or impact. When leaders define the contribution they intend to make in each of their roles and articulate the most important "to do" for each role every week, they become more likely to realize that vision.

- **Communicate clearly, intentionally, and frequently.**
  When leaders develop a strategic narrative so clear that each team member can communicate it back, nothing gets lost in translation. Communication sets up teams to get results and creates effective means to give and receive feedback—critical to making adjustments on the fly. Feedback lets team members know what their leader values, and frequent positive feedback reinforces the very best work they do.

- **Develop next-level self-awareness.**
  Talk less, listen more. If leaders want to engage their team members and get their ideas, they should try to speak last. Leaders need to be aware of and measure how much time they spend talking vs. asking questions that access and amplify the intelligence of others. Their increased self-awareness will have a ripple effect.

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– Jennifer Colosimo

President, Enterprise Division, FranklinCovey

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2. The Operational Level

Where the day-to-day gets done.

Having solid foundational level skills is critical, but those skills alone are not enough to address what we currently face in the workplace. To truly thrive, leaders need to cultivate spaces where people have the freedom to experiment, iterate, and innovate. In these spaces, team members can volunteer their best effort because they are engaged at every level.



Give your leaders the best practices they need to unleash potential, align skills to get results, and continuously improve.

When leaders don't know how to have contribution conversations, they don't know how to engage their people in ways that reward the individual and the organization. By adopting a whole-person paradigm, leaders see their people (and manage them) as a product of their unique mind, body, heart, and spirit. This paradigm enables them to create the conditions where people volunteer their unique contributions because they understand what motivates and inspires them.

If leaders aren't regularly aligning the Six Rights: their people, processes, resources, and rewards, never realize their full potential. By aligning core systems, the work to achieve goals becomes easier as teams no longer struggle to 'make things work' in a system that is out of alignment.

Leaders who aren't regularly holding 1-on-1s are regularly losing their co-located, remote, and hybrid teams to disengagement. These critical meetings become the mechanism to optimize the flywheel of engagement that is created by contribution conversations and proper alignment.

Establish the operational level processes required to thrive in the new world of work. Give your leaders the best practices they need to unleash potential, align skills to get results, and continuously improve.

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Operational Best Practices

Where actions multiply value.



Are the right people, with the right skills, doing the right work?

Share these best practices from *The 4 Essential Roles of Leadership®* and *The 6 Critical Practices for Leading a Team* with leaders in your organization to develop their behavioral level capabilities.

- **Have contribution conversations.**
  These conversations help leaders discover their people's unique talents, passions, and values. When leaders know how their people want to contribute, they can align their people and responsibilities accordingly. Doing so will create a sense of purpose, mission, and team identity that will foster resilience and elicit better, more creative ideas, leading to more substantial business outcomes.
  - **Ask team members:**
    - "As you think about our team vision, strategy, and Wildly Important Goals®, what is a significant contribution you can make?"
    - "What is most meaningful to you about your contribution?

- **Align the Six Rights.**
  - Leaders need to identify what is working and what needs to change in the new way of work. People: Are the right people, with the right skills, doing the right work?
  - Structure: Are the right roles and responsibilities in place for the right people to work together?
  - Rewards: Are people compensated, recognized, and rewarded in the right way to help the team achieve its strategy?
  - Resources: Do we have the right tools, budget, technology, and time to succeed?
  - Decisions: Are the right decisions being made by the people closest to the work?
  - Processes: Are the core work processes aligned to support the strategy in the right way?

- **Conduct 1-on-1s.**
  1-on-1s are how leaders hear all voices in a virtual environment. Conducting them creates a culture of feedback, clarifying successes and what led to those successes and the root cause behind issues. They provide time to create clarity around goals, navigate change together, and coach employees toward their potential. Leaders should never cancel a 1-on-1 or treat them like a status update. These are opportunities to ensure people are engaged and in alignment.

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“Leadership happens one conversation at a time. So be mindful of each one.”

– Todd Davis
Chief People Officer, FranklinCovey

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3. The Cultural Level

Where it all comes together.



Give your leaders the best practices they need to elicit the best ideas from their people, foster autonomy, and build resilience.

Organizations that have successfully transitioned to the new world of work have one thing in common—their culture. And effective leaders create a culture where team members can say, "I'm a valued member of a winning team doing meaningful work in an environment of trust."

Your work on the foundational and operational levels will be multiplied or diminished depending on the level of engagement, autonomy, and psychological safety across the organization at the cultural level.

When leaders fail to identify the native genius of their people and open up ways for them to contribute that genius, they leave potential untapped, superior results out of reach, and employees disengaged. Multiplier leaders elicit the best ideas from their people and bring them to bear on achieving critical goals—achieving more with the same headcount.

If leaders don't foster autonomy, trust goes down, and distrust goes up—resulting in slower execution and increased disengagement. Trusted employees are much more likely to innovate—to take responsible risks that benefit the company. And employees who trust their managers are 14 times more likely to be fully engaged at work (ADPRI), regardless of location.

And if leaders and organizations overlook resilience, setbacks become roadblocks, progress halts, and people burn out. By building resilience in individuals, organizations can iterate and pivot quickly because their people have the skills to recover, renew, and stay engaged through challenges.

Create a culture that thrives in the new world of work. Give your leaders the best practices they need to elicit the best ideas from their people, foster autonomy, and build resilience.

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Cultural Best Practices

Where challenges become opportunities.



Leaders who extend trust become mentors and models who elicit the same behavior in the people they lead.

Share these best practices from *Multipliers: How the Best Leaders Ignite Everyone's Intelligence, The Speed of Trust®, The 5 Choices to Extraordinary Productivity®,* and *The 6 Critical Practices for Leading a Team* with leaders in your organization to develop their behavioral level capabilities.

- **Elicit the best ideas from each person.**
  These identify the native genius of people—what they do easily and freely—and open up ways to contribute that genius in ways that benefit them and the organization. Multiplier leaders create space for others by moderating their own contributions so that others can speak up. Keep in mind that in a team new to virtual work, the brilliant team members who used to contribute meaningfully through chance encounters in the hall are going to struggle—because there is no hall. And your new team members may not understand how and when to best contribute their voices. Use technology and group processes to engage differently.

- **Foster autonomy.**
  Extend "Smart Trust" based on the situation, risk, and credibility of the people involved. Employees who understand the "why" behind leaders' expectations—and are clear on accountability—often exceed expectations and take on more significant challenges that generate results and promote individual growth. Leaders who extend trust become mentors and models who elicit the same behavior in the people they lead.

- **Build resilience.**
  Create safe spaces for people to experiment, make mistakes, and recover. Facilitate the rapid learning needed to bounce back and persist in the face of a setback. Leaders can do this by communicating to their teams the ultimate place they are trying to get to, the milestones they will pass along the way, and what is coming next. As teams adjust to the new world of work, reinforcing feedback is vital to encourage the desired behaviors and building confidence.

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Adopt, Adapt, and Improve.

The future of work is here, hastened by a public health crisis that forced all of us to reinvent our work lives.

Going forward, leaders need to learn how to keep their people fully engaged and focused on the right goals—while embracing new ways to work that are more flexible, inclusive, and supportive of employee's needs.

Leaders who adopt and adapt new ways to work on three levels—foundational, operational, and cultural—will reshape the employee experience. They will find themselves surrounded by employees who feel seen and heard and who turn purpose into profitability wherever their "office" is located.

Tap in to these FranklinCovey solutions that can help your organization transition successfully to the future of work:

- The 4 Essential Roles of Leadership
- The 6 Critical Practices for Leading a Team
- The Speed of Trust
- Multipliers: How the Best Leaders Ignite Everyone's Intelligence
- The 7 Habits of Highly Effective People
- The 5 Choices to Extraordinary Productivity

FranklinCovey provides professional development solutions to help organizations navigate the future of work. Our world-class learning solutions—delivered Live-Online, On Demand, or Live In-Person—are designed to build leadership skills at every level, create a culture of trust and inclusion, increase personal effectiveness, and help your organization achieve your most important goals.

To learn more, email us at info@franklincovey.com or visit franklincovey.com, or call us at

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