



# FUTURE WAYS OF WORKING

KEY QUESTIONS TO DETERMINE THE POST-COVID MODEL OF "OFFICE" WORK

ASPIRE  
CENTRE HEADS  
TASK FORCE





This white paper is developed by an **ASPIRE Task Force** comprising **15 heads** of Kraków technology and business services centres.

The paper is supplemented by a benchmark of their current plans completed by heads of **50 Kraków centres**.

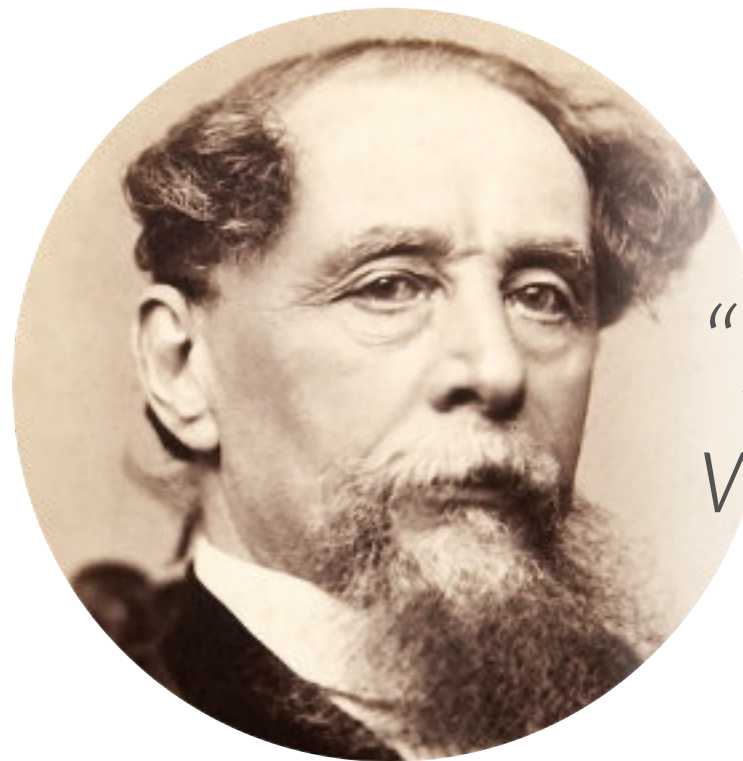
Collectively the centres contributing to the report employ **35,000 people** in Kraków.

The task force met between April-June 2021 and the benchmark was conducted in May 2021.

The aim of the paper is to help companies in the sector determine **what model of working will work best for them post-COVID**, taking into consideration the impact on ways of working during the pandemic.

The paper does not prescribe what companies should do, but rather comprises a checklist of questions that companies will want to consider in choosing and implementing a model.

Additionally, there is a section on the value of working in a collaborative environment which is intended as a resource to communicate with colleagues who may be reluctant to return to the office.



*“Electric communication will never be a substitute for the face of a man, with his soul in it, encouraging another man to be brave and true.”*

*Charles Dickens, The Wreck of the Golden Mary, 1856*



 **ASPIRE**  
**FUTURE WAYS OF WORKING**

Many thanks to the 15 companies and their heads of centres who participated in the task force.



# ASPIRE FUTURE WAYS OF WORKING

Many thanks to the 50 companies and their heads of centres that shared their current plans for the post-COVID work model.



TOGETHER  
EMPLOYING  
**35,000+**  
PEOPLE  
IN KRAKÓW



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# HOW DO WE STAFF OUR OFFICES POST-COVID?

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KEY QUESTIONS AND CHALLENGES WE FACE



# WHAT ARE THE KEY QUESTIONS?



## What is the long-term direction we should follow?

- How to look beyond this week's concerns?
- What is the industry data/thought leadership on the topic?
- How does this fit with my company culture?
- How does this fit with my business needs?
- Are we clear about the impact of the new ways of working on the operating model?



## How to define/describe the new normal – what are we driving towards?

- How do we define/explain the new normal?
- Are we clear what is possible or not allowed or acceptable?
- Do we need to take account of what the rest of the market is doing (locally/not only locally)?



## How to get back to the office?

- Do we have a framework?
- What is the plan? Should I have a plan?
- How to communicate the plan?
- What is the timing?
- When to start – should I wait or try ideas now?



## How to organize the office?

- What do we want to use the office for?
- When can we start?
- What kind of spaces do we need and how much space?
- What tools do we need, e.g. hot-desking, staffing planner, etc.?



## How to implement and manage 'flex'?

- Who needs to come in and when?
- How to arrange/plan it?
- How to explain why we want people to come in?
- How to test what works, or learn what doesn't?



## How to get people to come back and who might not want to come back?

- Are we clear why we want people to work in the office?
- How can we effectively manage rumours and hearsay about what other companies are doing?
- How do we respond to staff not willing to come back?

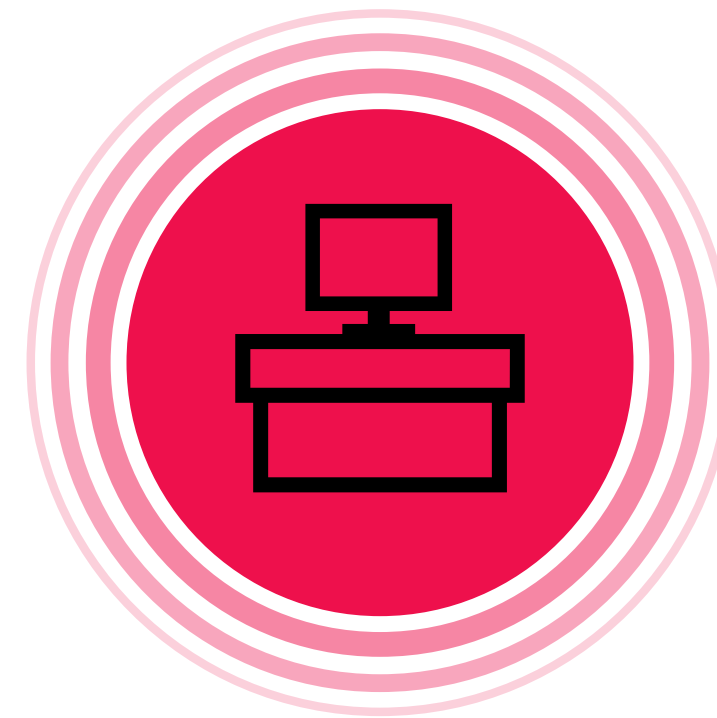


# WHAT CHALLENGES DO WE FACE?



## REMOTE WORK CHALLENGES

- Impact on collaboration when working from home
- The level of infrastructure and working conditions compared to the office
- Will we have “ghost workers”? How to manage this... or control it?



## OFFICE CHALLENGES

- Complications from social distancing requirements
- Interim measures – big bang or small steps?
- Test ideas and share them?
- Leases coming up for renewal



## OTHER CHALLENGES

- Timing – when to start?
- Communications – when and how?
- Things keep changing...so wait or start and flex?





# HOW TO DECIDE ON THE MODEL?

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KEY FACTORS TO TAKE INTO  
CONSIDERATION





# RELATED PARTIES





# OFFICE FACTORS



## How much physical space do you need?

- Does each person have their own space?
- Are you ready for hoteling / hot-desking?
- Will there be government guidance of minimum space per person?
- Do you need to build an office utilization assumption (e.g. 60% of the staff will be in the office)?
- What are the rules to follow when you're flexible working?



## Do you need to redesign the office?

- New office may need quiet spaces, more small rooms, etc.
- If you have less people in the office, then you need less desks...what do I do with the excess space
- Budget considerations



## Planning for who comes in and when

- Do we need a new system for this?
- Should this be rules or guidance? (e.g., Come in 3 days a week any day you like or team A comes in Monday, team B on Tuesday, etc.)
- Are there activities where you want people to be in the office (e.g., month end, training, etc)?
- Do you need technology to support this?



# OTHER FACTORS



## What are the Tax & Legal consequences?

- Government positions are evolving and changing
- Work from anywhere, e.g. Kraków office but physically in Tel Aviv



## How do you shape future work from home rules?

- Will there be rules?
- Covering costs of work from home
- Do we need new benefits?
- How far away from the office can an employee work?
- Do you require any people to be able to commute to the office in a given timeframe?



## What approach should be taken to new joiners?

- Do we require new joiners to come to the office?
- Do we require new induction methods practices?



## How prepared are you to equip people?

- Current model is an emergency model - are we prepared to make it permanent?
- What does permanent mean?

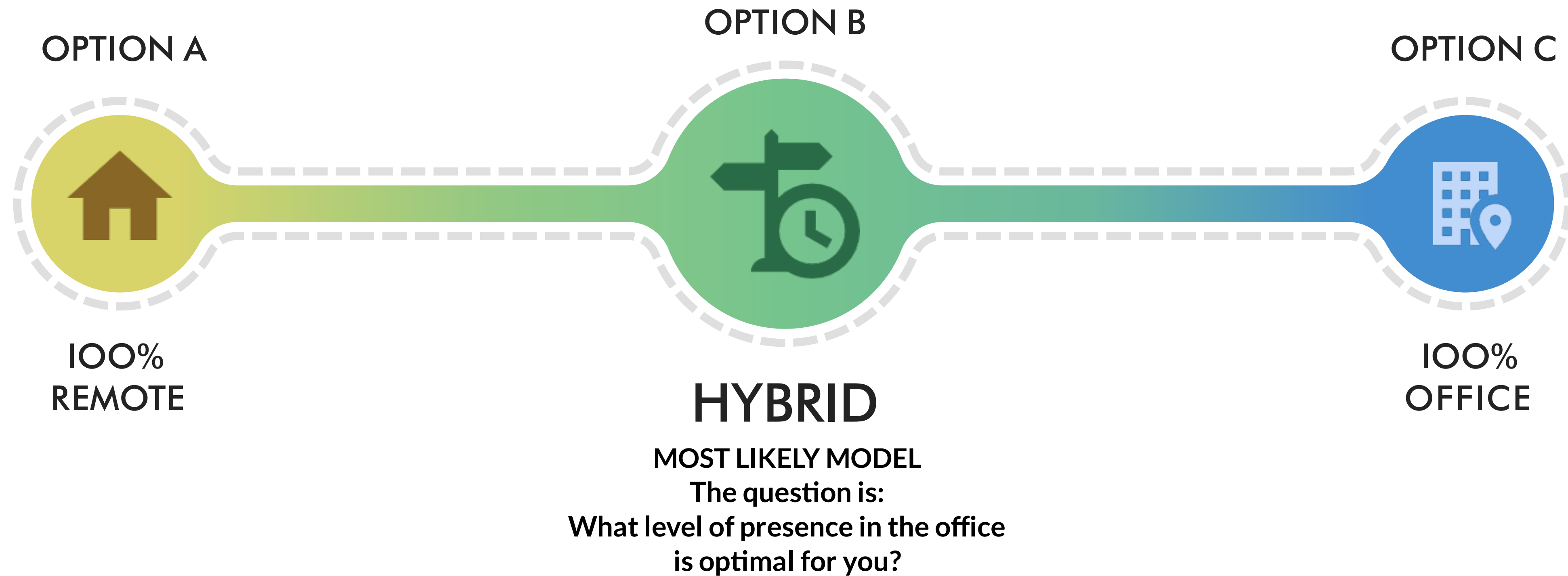


## What Health & Safety constraints should be taken into consideration?

- Government positions are evolving
- Do we require new H&S procedures? (e.g., how many people will we need to train up to accommodate flex work?)



# OPTIONS FOR THE FUTURE MODEL



ONE SIZE DOES NOT FIT ALL

*The model, the level of presence in the office and the timing will be different for every centre – and even different for individual teams..... we can share ideas and experiences but not the MODEL*





# GETTING PEOPLE TO COME BACK

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WHY WE WORK IN OFFICES



# GETTING PEOPLE TO COME BACK

**How do we persuade people who may be reluctant to come back to the office?**

*The purpose of this section is to flesh out the reasons for working in offices with a view to helping centres develop their own communications strategy and materials.*



# KEY REASONS WE WORK IN OFFICES





# KEY REASONS WE WORK IN OFFICES







# WHAT KRAKÓW CENTRES ARE PLANNING

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BENCHMARK SURVEY



 **ASPIRE**  
FUTURE WAYS OF WORKING



# WHAT CENTRES ARE PLANNING

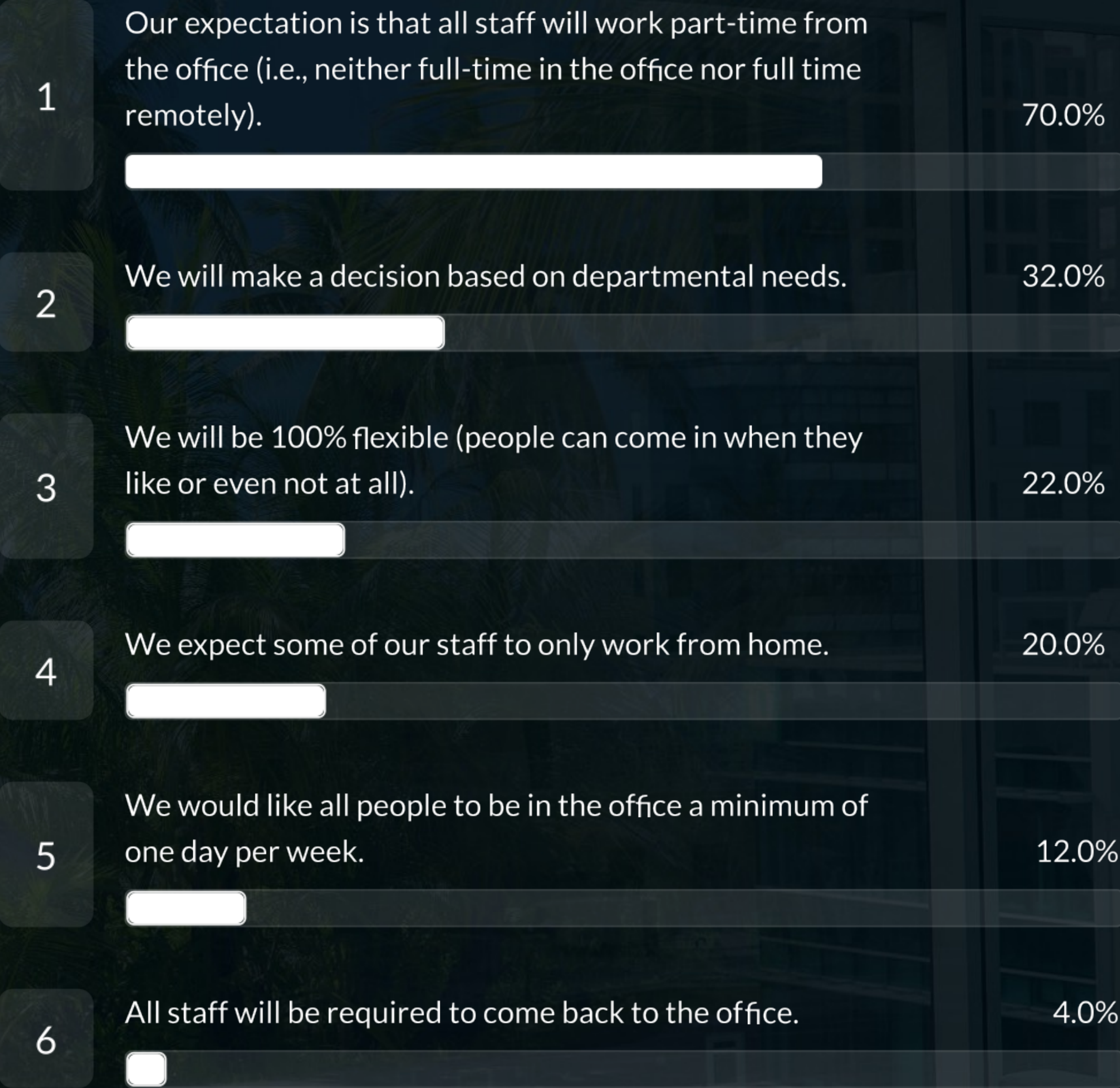
ASPIRE benchmark on how tech and business services centres in Kraków are preparing for future ways of working post-COVID.

50 heads of centres contributed to the benchmark, collectively employing 35,000 people across their Kraków centres.

The survey was conducted 26th May - 1st June 2021.



# Post-COVID, which of the following statements do you agree with?





# What's your target % of people working in the office to people working from home on any given day 6 months after COVID regulations are lifted?



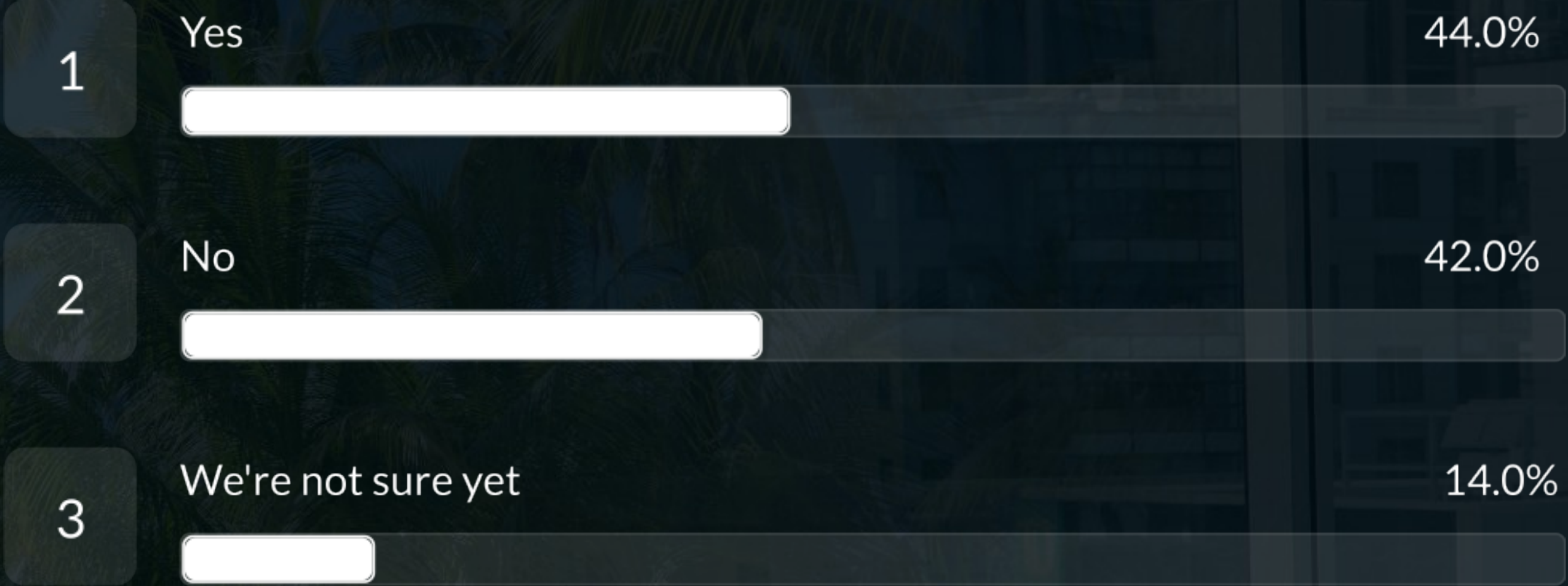


# What's your target % of people working in the office to people working from home on any given day 18 months after COVID regulations are lifted?



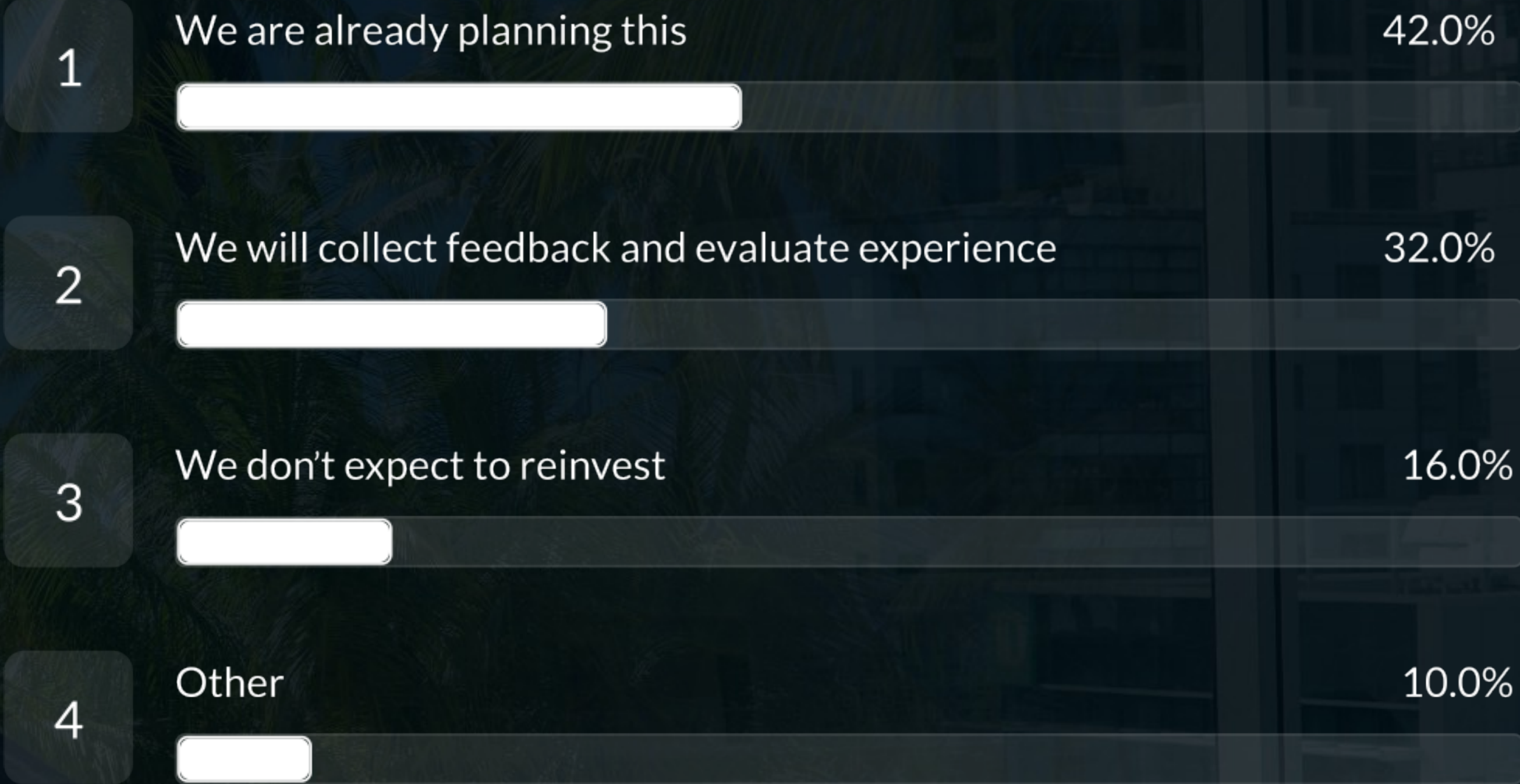


Do you expect to reduce **office** space as a result of hybrid working?  
(assuming equivalent headcount)



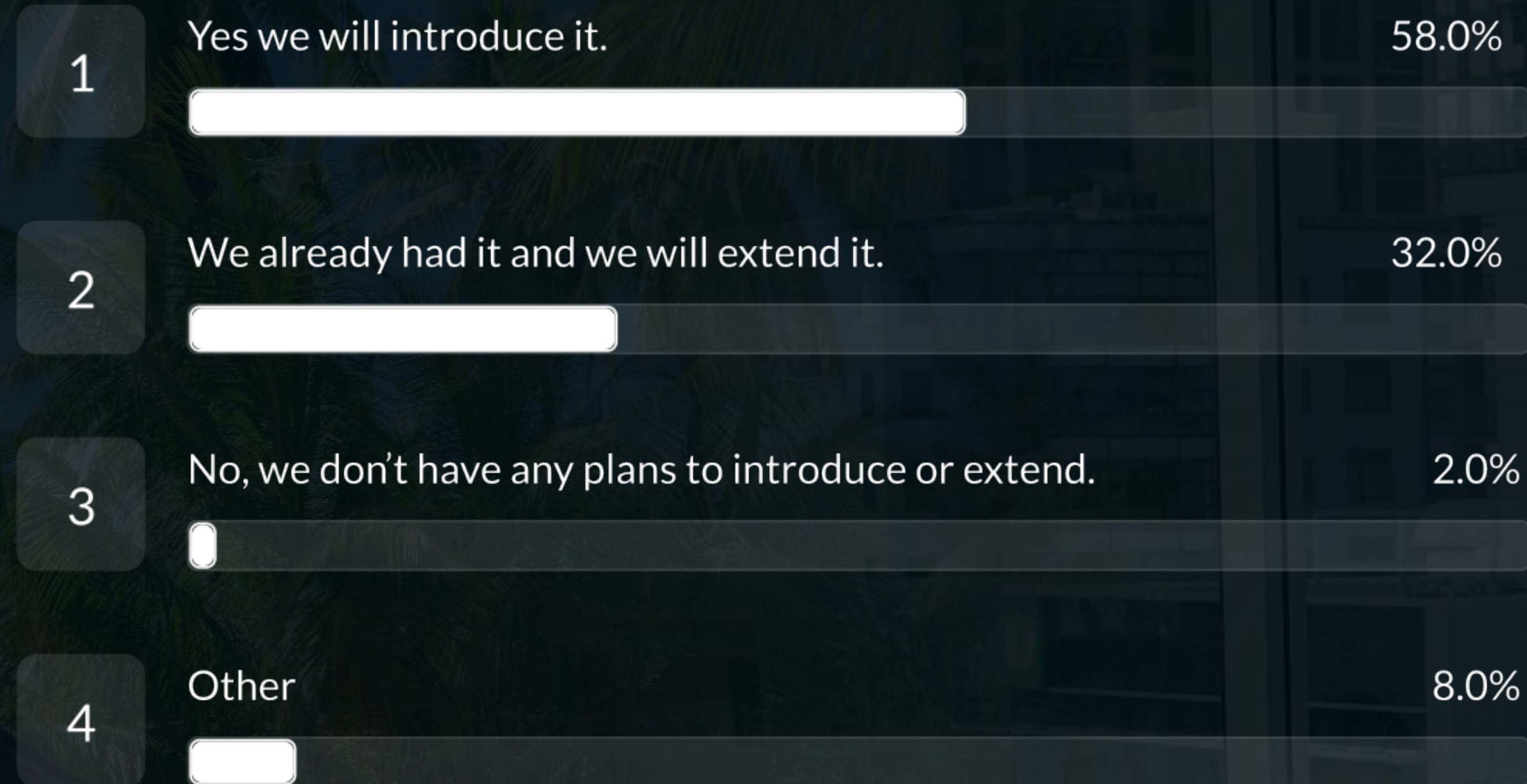


# Do you expect to reinvest in the reconfiguration of your office space?



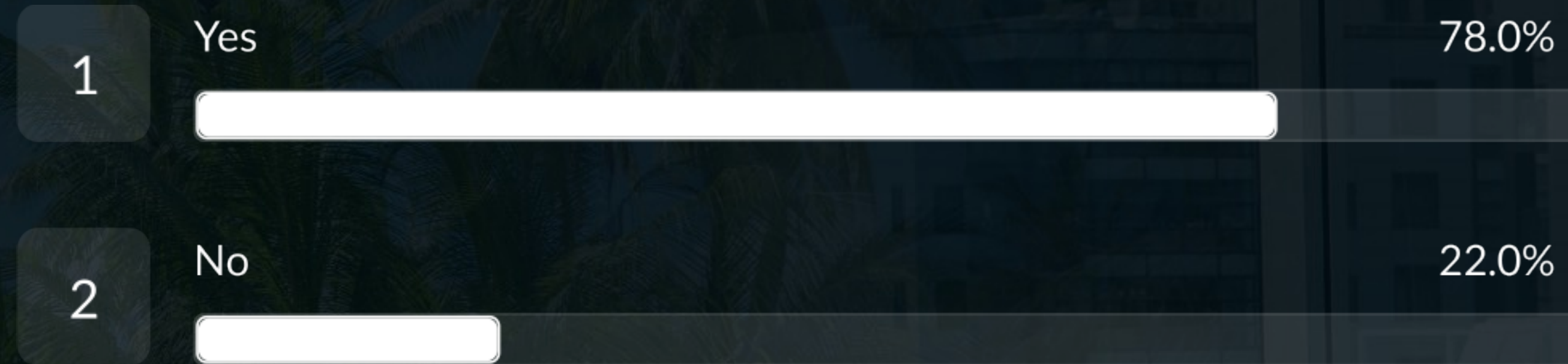


## Do you expect to introduce or extend hoteling or hot-desking across the office?



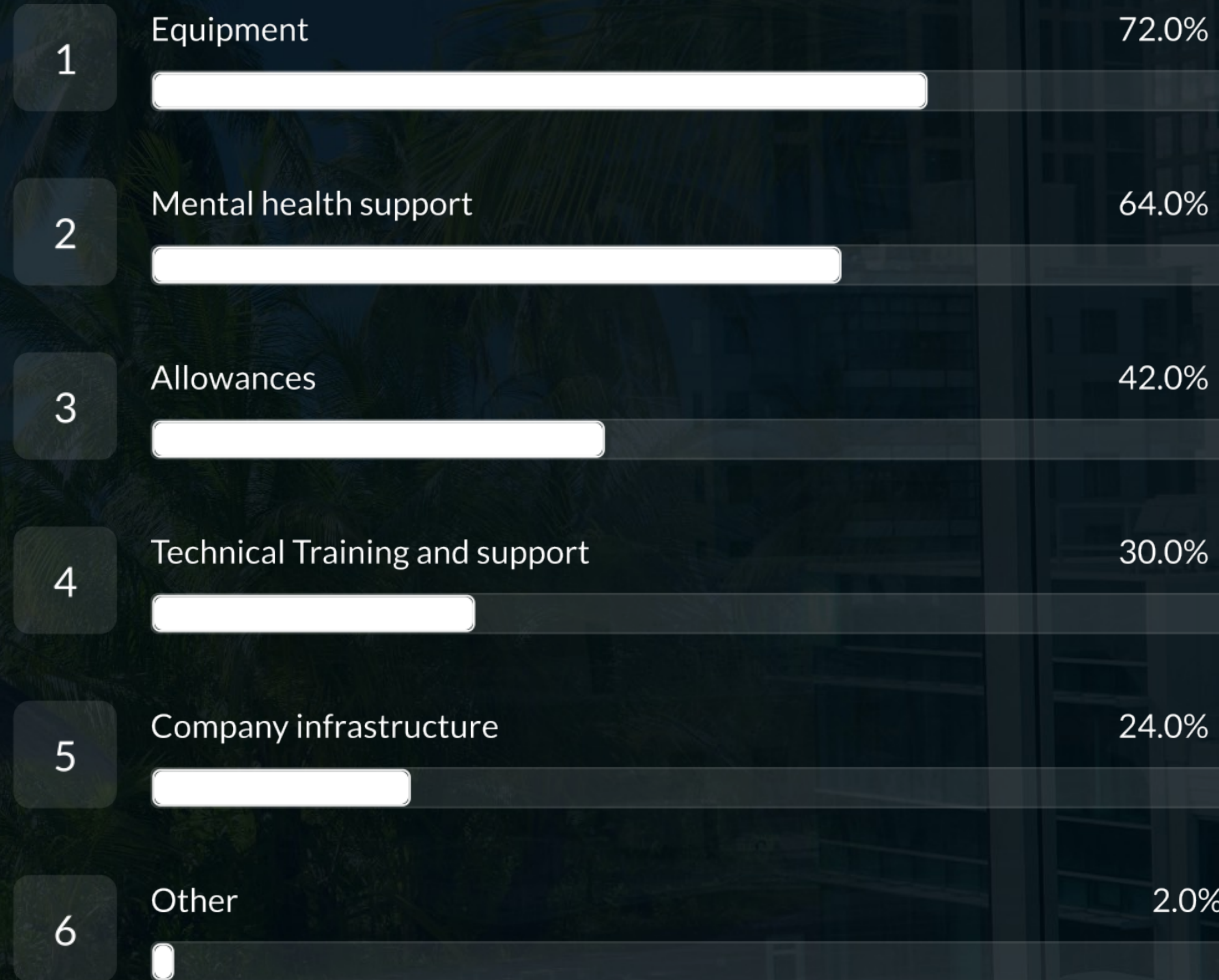


Do you expect to invest in improving the **remote working** experience for colleagues?



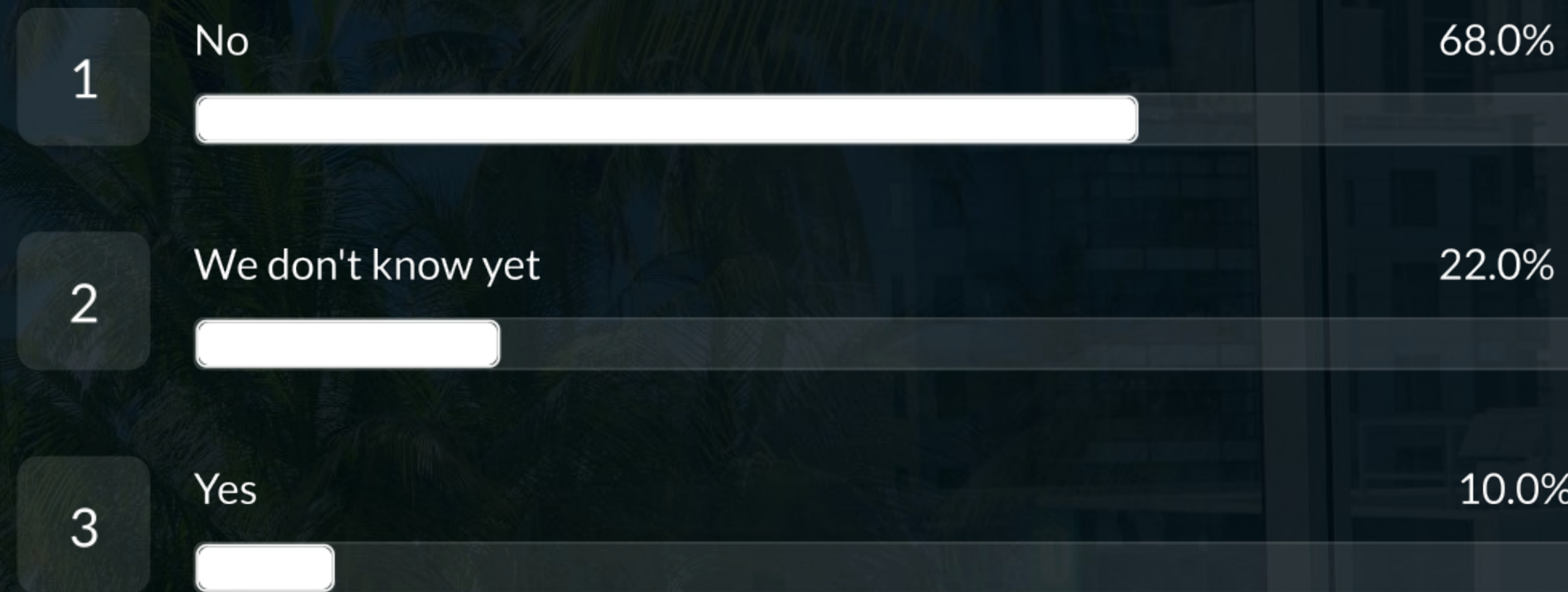


# Which do you consider the most important factors in improving the remote working experience of colleagues? (assuming equivalent headcount)



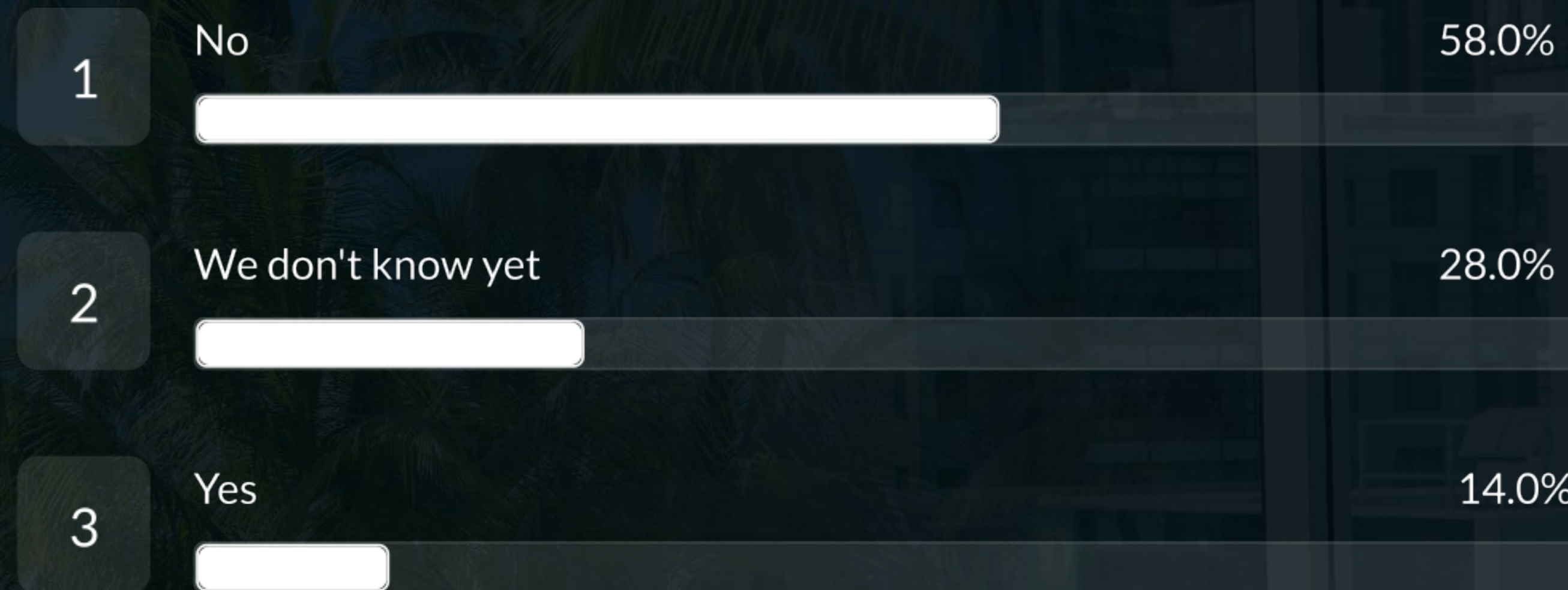


# Do you expect to introduce working from home monitoring tools to measure time and presence?



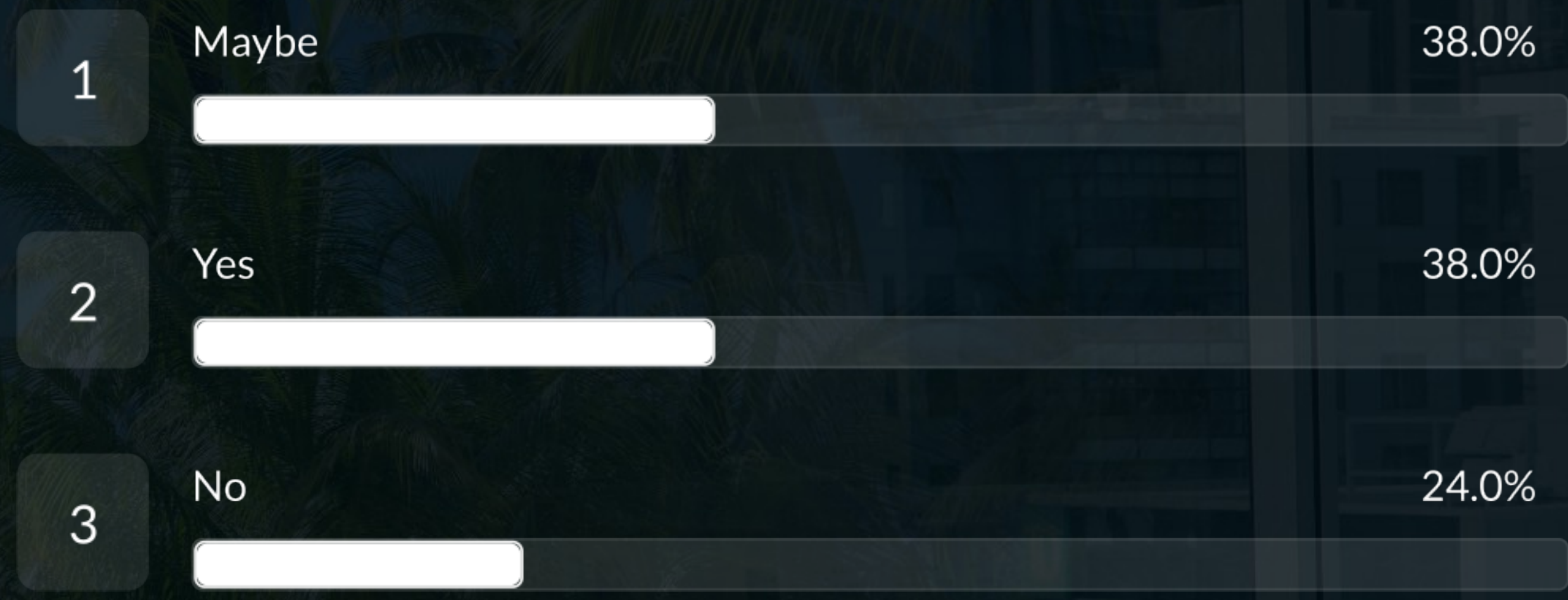


## Do you expect to introduce working from home monitoring tools to measure efficiency/outcomes?



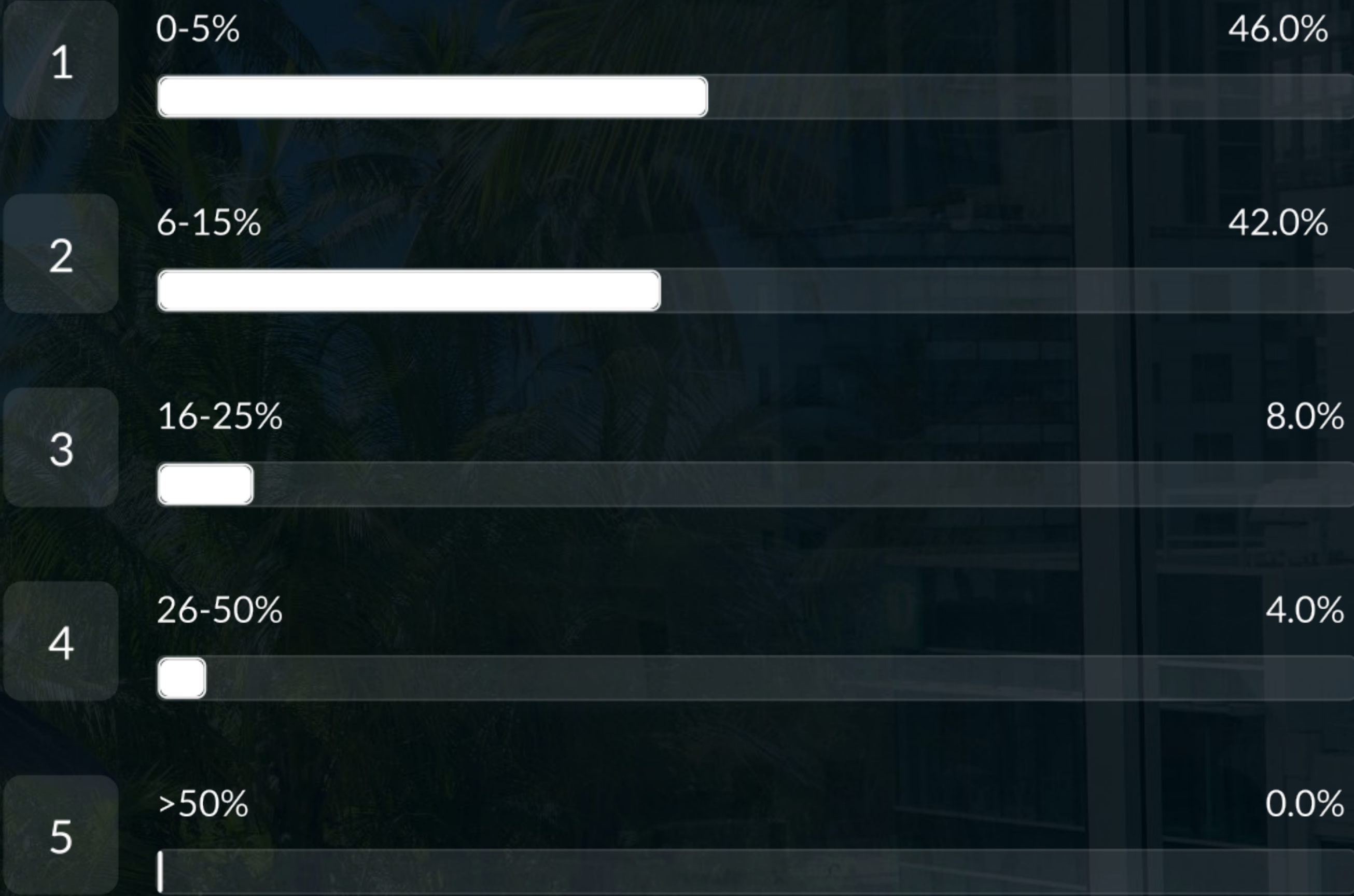


# Do you foresee hiring more staff that will work from other cities?



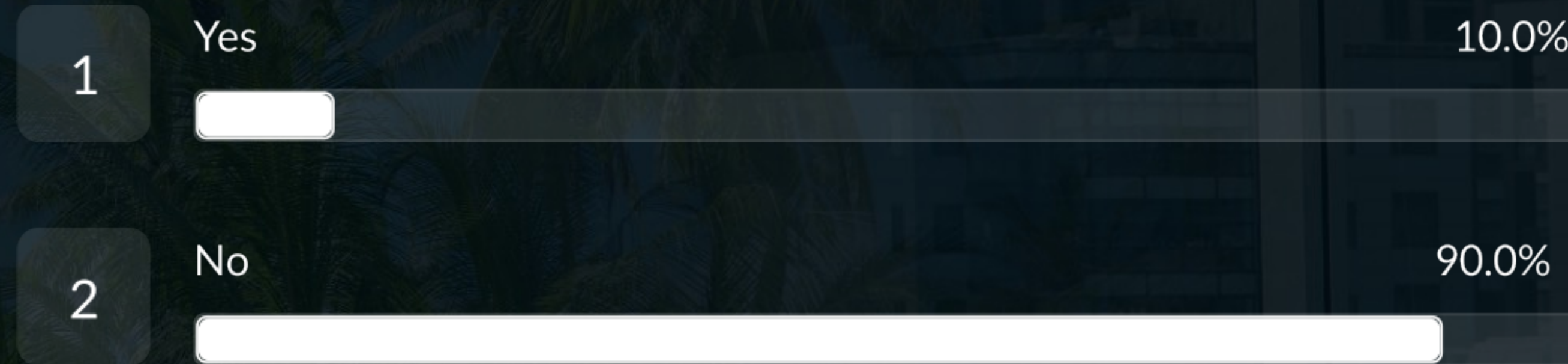


# What % do you anticipate might work from other cities?



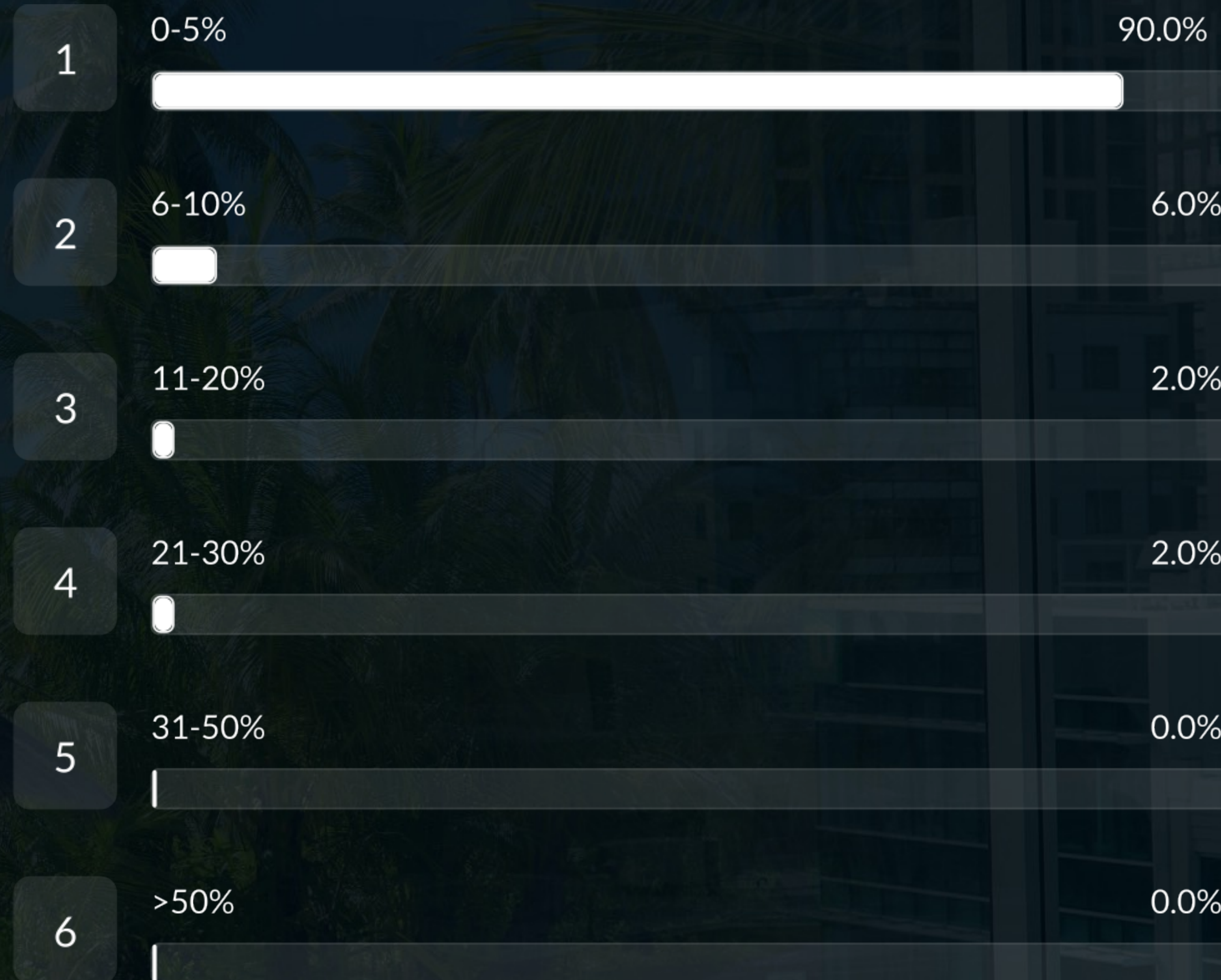


## Do you foresee hiring more staff that will work from abroad?





# What % do you anticipate might work from abroad?





# In your opinion, what are the 3 main indicators why you might want people to work in the office?





ASPIRE is a network of 160+ multinational companies operating delivery and development centres in Kraków, their local services providers and supporting institutions.

Established in 2008, ASPIRE is recognised as a key player in Krakow's rise to the position of the top ranked location for global services in Europe.

ASPIRE focuses on accelerating the development of the ecosystem that supports the industry, based on shared learning and collaboration, strong data, thought leadership and representation.





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