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NBA CHINA

Return to work in a new normal

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Agenda

Our COVID experience

Hybrid Working

Trends from the pandemic

Getting people back in the office - what does it take from leadership perspective?



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Our COVID experience

We did very well and as a global team we have come closer





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Hybrid working – not «if», but «how»



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Trends from the pandemic

- Leadership is more tuned into setting clear goals and empower the employees, not micro-manage how the employees do it
- The individual differences and needs have increased
- Work life and private life have been more mixed
- The emotional connection to our company and the relationships between our employees have been challenged. We are more isolated, work in silos and our relationship to coworkers has been weakened.



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Trends translated into behaviors

Increase in Turnover

Greater retention risk
for employees in key
roles

People are more willing
to change jobs when
they do not have to
commute or move to
another city

A larger distance
between employer and
employee with reduced
loyalty

Some are struggling
maintaining a healthy
Work life balance

Large variations of
people's willingness to
come back to the office



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Getting people back in the office - what does it take from leadership perspective?

- See people and their needs from another perspective than your own
- Trust people in their willingness to their best and do not make rules that are based on your preferences, comfort zone and need of control
- Have a sensitivity towards how this new normal and change of working force people to expose their life and health situation in a greater way than before the pandemic
- Closer follow up both the physical and the mental wellbeing of your employees
- Be aware of the diversity in your group and focus on creating an inclusive culture where people feel that they belong



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Examples of inclusive behaviors

- **Clear expectations and structure**

- Include your team in building a structure for organizing what type of work to be done where and when to meet in the office
- Clear goals and expectations on what to deliver and when
- Structure makes people feel more safe

- **Recognition & follow up**

- Make sure people feel that they are seen and recognized for the value they bring to the team
- Ask and agree upon how a good follow up looks like. People are different – you need to be flexible in your management style





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Examples of inclusive behaviors

- **Get together in real life**
 - Utilize the dynamics of meeting physically solving more complex topics
 - We build trust when meeting other people in real life
 - Create common stories and experiences
- **Provide several channels of contributing**
 - Digital & physical meetings
 - Digital documents and presentations
 - Smaller groups or 1-1
- **Build relations and get to know your people**
 - Make yourself available when you are in the office by freeing up time for an unplanned coffee
 - Ask open questions about how they really are doing
 - Be curious about the perspectives from your people
 - Listen to understand
 - Care – you can never care too much





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**In short -
Make people *want* to come back**





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