

A modern office lounge with people working and socializing. The scene is set in a bright, open-plan office space with large windows and a wooden ceiling. In the foreground, two women are sitting on a red leather sofa, looking at a laptop. To the right, a man is sitting on a wooden desk, working on a laptop. The background shows other people working at desks. The overall atmosphere is professional and collaborative.

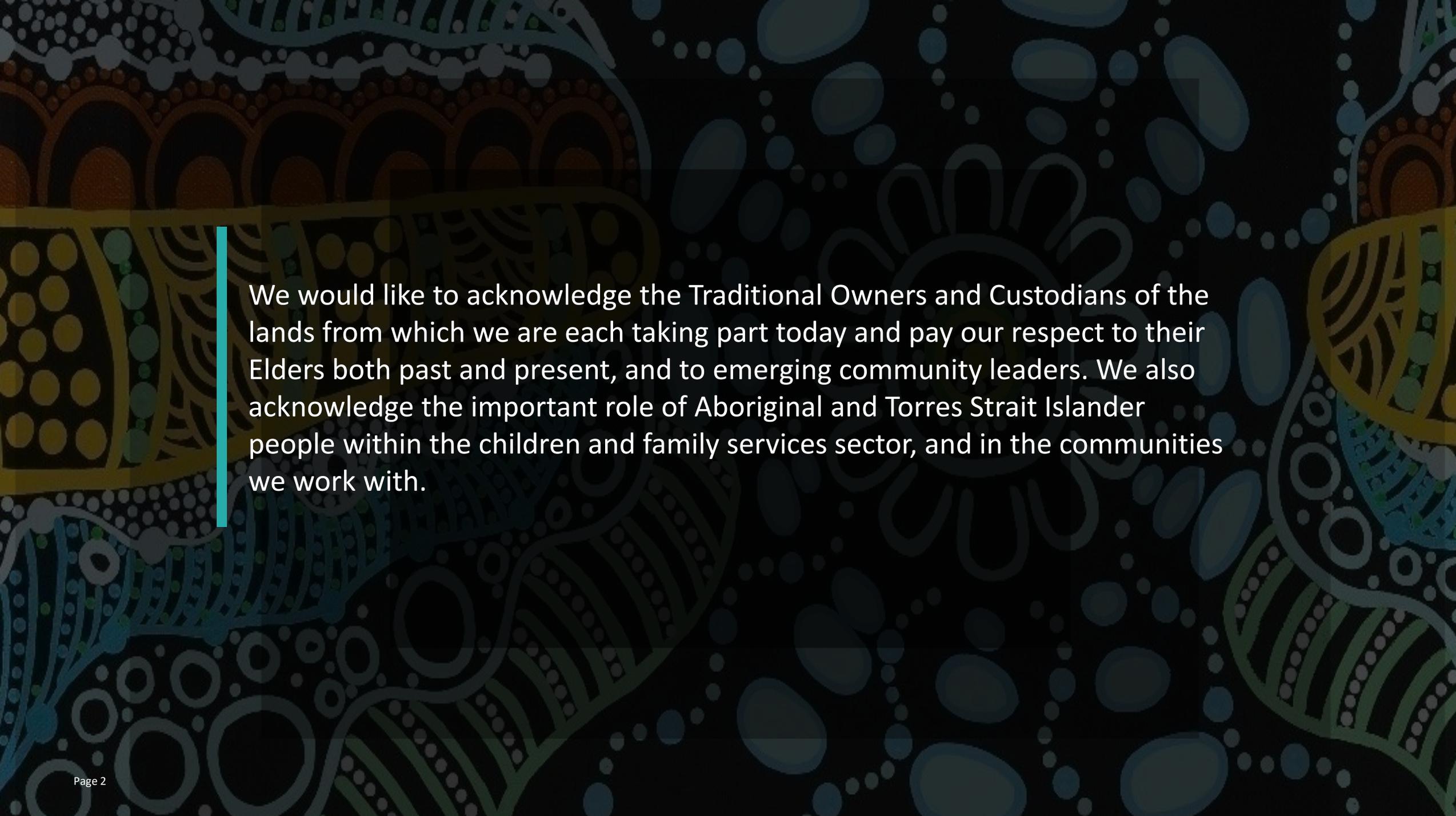
# Work Reimagined – Centre for Excellence in Child and Family Welfare

22 July 2021

The EY logo, consisting of the letters 'EY' in a bold, white, sans-serif font. A yellow diagonal line is positioned to the right of the letters, extending from the top right towards the bottom left.

**EY**

Building a better  
working world



We would like to acknowledge the Traditional Owners and Custodians of the lands from which we are each taking part today and pay our respect to their Elders both past and present, and to emerging community leaders. We also acknowledge the important role of Aboriginal and Torres Strait Islander people within the children and family services sector, and in the communities we work with.

# Agenda

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- Let's take a moment to celebrate what we've achieved so far
- What's happening around the world?
- How can we build collective and individual resilience?
- Let's look forward with optimism!

The pandemic has been challenging, especially for Victorians...

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Victoria is experiencing it's third lockdown in 2021



**Melbourne experienced  
50% of 2020 in lock down**

The pandemic will have a long tail



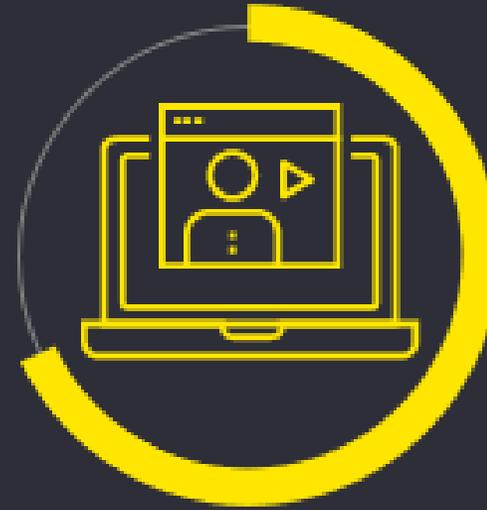
Managing the pandemic will require organisational *and individual resilience*

# Two major themes are emerging in the current phase of COVID-19 pandemic

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Volunteering



Creative use of digital

Both of which serve the purposes of building connection with vulnerable people and cultivating positive psychology for the self (positive mindset)

# Globally, how has the children and family services sector innovated in response to COVID-19?



With 1.5 billion children currently out of school because of COVID-19, UNEP and Ted-Ed have partnered to produce Earth School - an interactive school program that helps children re-connect with nature.



UNDP Montenegro launched a one-tap alert for victims of for domestic violence.



UNICEF, together with international NGOs, have coordinated to ensure 12.8 million of the most vulnerable children in Uganda have access to healthcare and basic education.



Peruvian (20,000 digital volunteers to check in on 400,000 senior citizens on any COVID-19 related symptoms, their emotional state and support systems via phone. This initiative ensures that vulnerable groups can endure isolation, which will indirectly help flatten the curve.



Electro nano-server, that serves as a hotspot and storage device, through which midwives can access learning materials and training materials regarding CoVIS-19 without access.



5 anti-epidemic robots in Rwanda to help fight COVID-19 and detect cases to help front-line workers fight the pandemic. The robots will assist detection of COVID-19.

# Human connectivity has become evermore important

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This has led to one question – how do we build resilience in our workforces?

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## What does a resilient workforce look like? (The Winning Formula)



We have distilled the resilience or 'R' factor into a winning formula comprised of:

digital maturity (DM) x cultural quotient (CQ)<sup>1</sup> x adaptability quotient (AQ)<sup>2</sup> = resilience quotient (RQ)

## Digital (use Work Reimagined and hybrid working to do this)

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Resilient organisations **actively invest in the growth** of their digital maturity. They have a clear understanding of digital across all parts of the business and have a **common digital vision**.

They invest in **digital comfort**.

They continually **build the capability of their workforce**, and coaching for everyone, designed to enable **fast adoption** and **accelerated maturity**.

## Agility (use Work Reimagined and hybrid working to do this)

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They are experts at rapidly adjusting their strategic direction and offerings in response to changes in the market and their workforce. **They flex, predict and respond** to new disruptions, working meticulously to **future-proof** their organisations.

We believe that 'AQ' - coined by T Labs LLC and the newest member of the 'IQ' / 'EQ' family – is set to become one of the **greatest predictors of future success** in the post-pandemic world.

Remember: The importance of **psychological** and **organisational flexibility** contribute to our overall AQ.

## Culture (use Work Reimagined and hybrid working to do this)

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They have high **emotional** and **cultural intelligence**, caring deeply about their employee and customer experience; putting people at the heart of **everything they do**.

They are tireless about understanding and empowering their workforce and curious about how **technology** can **smooth current pain points** and **ease transactions**; making it easier for customers to get the services that they need.

They continually connect and give their **employees voice** and **influence**. They are interested in what has worked and what has not, deliberately creating opportunities for growth and innovation connected to **organisational purpose**.

# How are different employees using hybrid work to build resilience?

● Returning to “normal”

Hybrid

Reimagining ●



Note: reimagining implies more bold reductions to real estate and to remote first strategy with more broad new ways of working

Successful organisations have applied three principles:

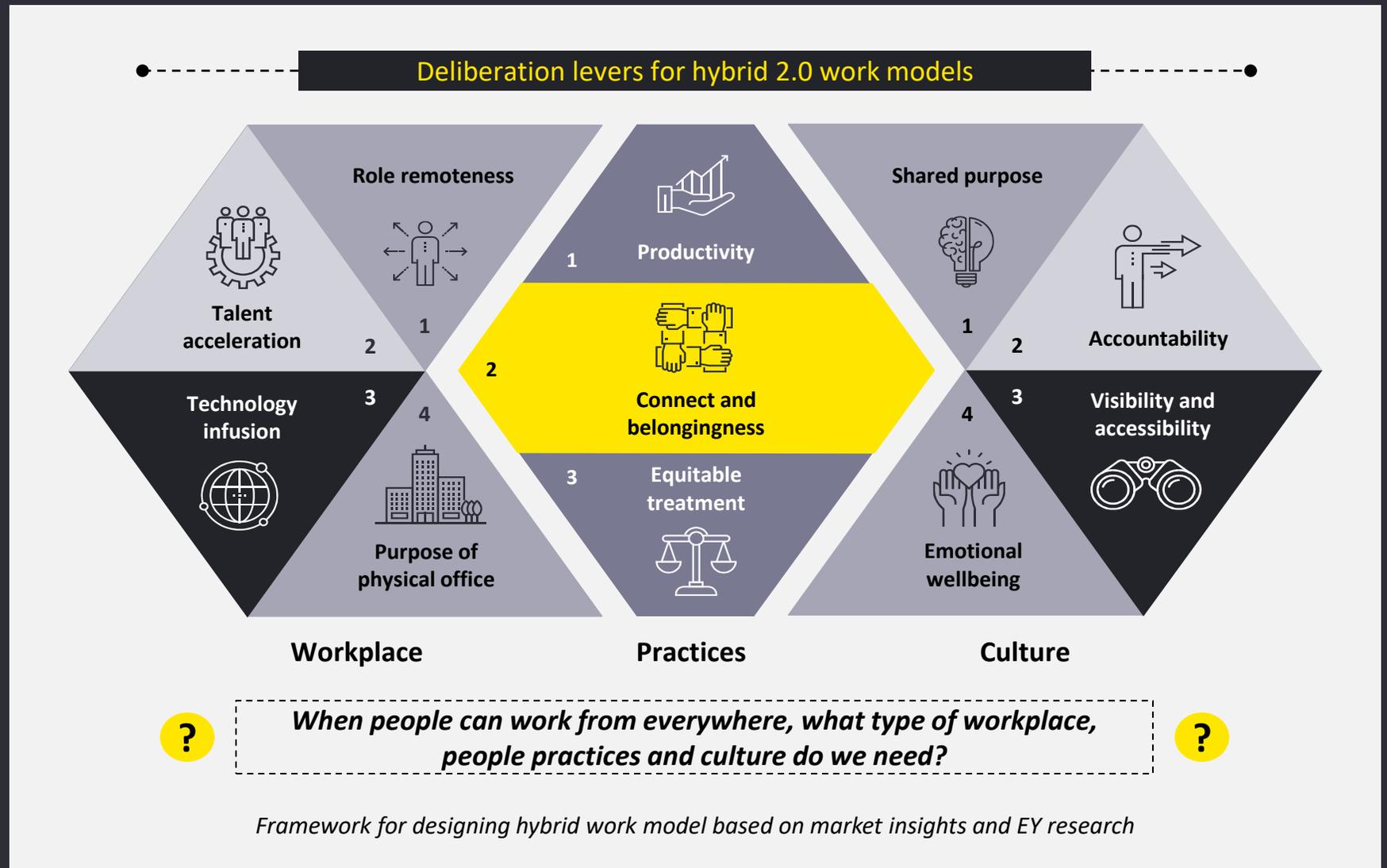
- 1) Have a definitive position and set clear expectations, *but*
- 2) Develop an approach recognising the diverse perspectives of your workforce who all have different needs
- 3) Push your boundaries (bit by bit) and leverage the competitive advantages that have accrued during COVID

# Three decisions organisations need to make before adopting a hybrid model

**1** What type of workplace do we need?

**2** What type of culture do we need?

**3** What type of people practices do we need?



## Ask yourself:

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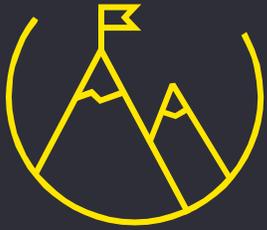
How resilient is your organisation?

Are you prepared to navigate ongoing disruption?  
The answer to unlocking your 'R' factor could be  
in one of the dimensions of the winning formula.



# In Summary

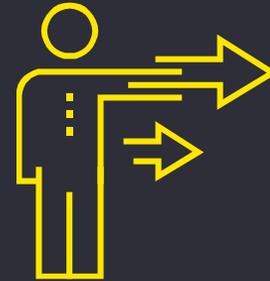
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Acknowledge the challenges that lie ahead



Take baby steps towards innovation



Stay resilient and innovative



Don't forget to practice self-kindness

Remember: Be kind to yourself and each other!

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## Four proactive points to take from today

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- 1) Practice gratitude daily
- 2) Be deliberately generous to others
- 3) Choose your approach
- 4) Remain psychologically flexible