

Empower Your Hybrid Workforce

Automatically measure and predict behaviour and embed
personalised actions into workflows to improve behaviour



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Since March 2020 Armstrong Wolfe has supported the global COO community as the COO was tasked to manage the differing phases of the pandemic. Along this journey workforce patterns changed and have mostly settled into some version of hybrid working.

The COO community has sought to entice, encourage and support staff in coming back to the office, with mixed results. Hybrid policies have been adopted to accommodate staff's wishes, whilst seeking to balance the demands of the business; enticements such as free lunches, breakfasts and coffee are common place; investment in the working environment with the aim to enhance staff interaction within the office and re-establish the sense of a working community have been undertaken, but whilst all this done with good intent it appears to have bottomed out staff office attendance rates below the hoped for levels of active office engagement .

Intuitively it is believed the health of the business long term will be better served by enhanced levels of direct staff interaction in the office, but the industry has struggled to articulate the benefits or the 'why' staff should wish to return to the office for a majority of their time.

Armstrong Wolfe has given a platform for this debate for 30 months and along this journey sought to understand how to shift from stick to carrot to enticement to imbuing a feeling in staff that they want to come back, are enthused to do so, and that this is driven by them and not from the hierarchy of the business. This is even more important when market dynamics within talent management are in favour of the employee and not the employer regarding optionality.

In this context Armstrong Wolfe was introduced to Galaxy Sciences. In attending a number of COO forums, the Galaxy Sciences team are confident they can help turn the dial through a combination of behavioural science and artificial intelligence, as the COO community continues to struggle with the legacy of the pandemic.

It is with this in mind that Gwen Wilcox (COO Armstrong Wolfe) has been working closely with Harry Toukalas (Co-CEO Galaxy) and his team on how best to support the COO community. Partnering in the interest of iCOOC's membership, Gwen will be setting a series of calls with the COO community to allow Galaxy to outline their thoughts and where and how they can help.



Office culture has changed forever

Working remotely is as old as the internet itself. Despite this familiarity, managing a hybrid workplace is far more challenging and nuanced than managing a physical-only office.

Cultural Impact

Maintaining an effective culture in the absence of physical proximity for all can be the most difficult aspect of virtual workplaces – and the most critical. Morale, performance and productivity can be affected and the key drivers of culture may need to be refined in a hybrid working environment. These include:

- » Trust
- » Purpose
- » Leadership
- » Career Path
- » Collaboration
- » Empowerment
- » Compensation
- » Tools & Technology
- » Workplace Policies
- » Workplace Optionality
- » Workplace Environment
- » Training & Development

Functional Initiatives

Functional adaptations for hybrid working such as setting up virtual team rituals, coupled with incentives to get people to spend more time in the physical office can be useful. However, they are not a complete solution.

Behavioural AI Solution

The vector for hybrid working challenges can also be the key solution – technology.

Behavioural AI (combining behavioural science and artificial intelligence) can automatically measure, predict and improve the culture and behaviour of all employees. The process analyses existing communication data (such as email and chat) and is completely private and secure. This enables organisations to:

- » Measure and predict all the behavioural drivers listed on the left
- » Compare the pre/post COVID workplace
- » Establish behavioural benchmarks for teams to implement evidence-based initiatives to pull people back to the physical office whilst enhancing WFH

Please contact **Gwen Wilcox** at Armstrong Wolfe (G.Wilcox@armstrongwolfe.com) to see a case study on how other financial services organisations are currently using Behavioural AI to improve their hybrid workplace.

Contact

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