ICEBERG MODEL

2023 Ethical design leadership

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Content

News

www.forbes.com

Nine Out Of 10 Companies Will Require Employees To Return To The Office

Why return to the traditional office environment? The answer is something we already know. Because companies potentially make more money.

www.linkedin.com

Employees unite against RTO | LinkedIn

Corporate staffers who oppose return-to-office policies at companies such as Amazon and Starbucks are winning the backing of frontline store and warehouse workers.

America's corporate giants have faced employee resistance in their efforts to bring workers back to the office.

Research

2023 Data of work

59.1%

majority of workforce persists in on-site operation

27%

of U.S. employees work remotely, as of 2023

57%

workers would look for new jobs if their current company didn't allow remote work

73%

of companies say it's harder to bring employees back in office

Research

3 Dilemmas

01 On-site VS On-line

59.1%
majority of workforce persists in on-site operation

27%
of U.S. employees work remotely, as of 2023

02 Productivity

31%
of managers agree that productivity has increased

94%
of employees said their work productivity is at least the same as before they worked remotely

03 Personal time VS Social needs

65%
of people want to work remotely all the time

50%
of remote workers feel lonely at least once per week

Research

RTO

Upside:
- Increased productivity
- Improved communication, collaboration
- Better to build team culture

Downside:
- Elevated stress levels
- Limited flexibility for emergencies or specific situations
- Higher commuting expenses
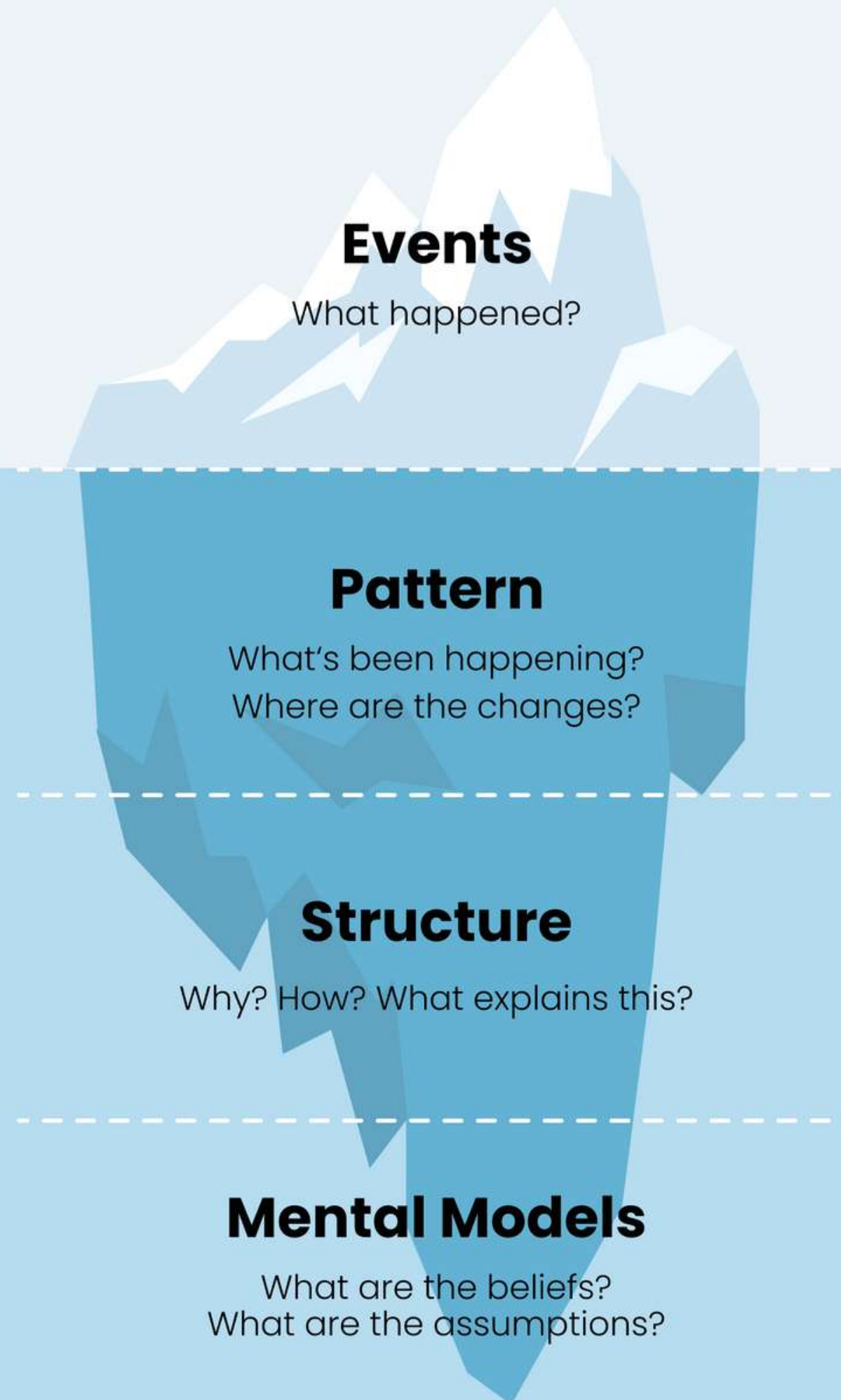- Employees may not want to linger in the office once they've finished their tasks.

WFH

Upside:
- Enhanced flexibility (improved work-life balance)
- Reduced stress, disruptions, and commute time
- More time for personal matters

Downside:
- Challenges in communication, collaboration, and team building
- Potential to feel like a mere "tool"
- Difficulty in implementing for physically demanding jobs

ICEBERG MODEL

Events
What happened?

Pattern
What's been happening?
Where are the changes?

Structure
Why? How? What explains this?

Mental Models
What are the beliefs?
What are the assumptions?

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Events

America's corporate giants have faced employee resistance
in their efforts to bring workers back to the office.

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RTO

Some data and reports against WFH were published

Many large companies have launched RTO policies these days

Pattern

Rise of the public office and online working tools

More fully remote roles available

WFH

The office building's café relocated to the residential building

Commuting challenge: Increased remote migration, primarily away from metropolitan areas

Employee Satisfaction Increases due to WFH

Employees needs and expectations have changed

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RTO

Pattern

WFH

- Some data and reports against WFH were published
- Many large companies have launched RTO policies these days
- Rise of the public office and online working tools
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- The office building's café relocated to the residential building
- Commuting challenge: Increased remote migration, primarily away from metropolitan areas
- Employee Satisfaction Increases due to WFH
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Structure

- WFH may lead to lower economic mobility
- Skepticism about new work cultures
- Teamwork is more difficult for everyone under WFH context
- Manager: Feel hard to facilitate and build team culture
- Employee: Feel less engaged to the team
- Companies struggle to monitor employee productivity and participation effectively
- Different working style merged
- Companies identify roles that do not need in-person presence
- Center of work has become decentralize
- The pandemic making elements of corporate life abundant
- Life-center: Work-life balance

Events

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RTO

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Mental Models

- **The economy is important to the country**
- **Micromanage:** To closely and excessively control or oversee.
- **Pursuit of order and discipline**
- **Neophobia:** An abnormal reaction or fear of something new or unfamiliar
- **Social nature of people**
- **Morality:** Mutual respect and assistance
- **The meaning of 'work' has shifted for some**
- **Seeking comfort:** The path of least resistance
- **Pursuing freedom:** The power of choice
- **Sustainability:** Energy saving and cost reduction
- **Life is the most precious:** not honor&money

Reflection 01

What are the beliefs that drive the visible behaviors in this situation?

- Many leaders and employees believe that **in-person work** fosters **collaboration, innovation**, and a **stronger company culture**.
- A significant belief is that **remote work** may lead to **decreased productivity** and **accountability.**
- Another belief is that **physical presence** is **essential** for **certain job roles** and industries.
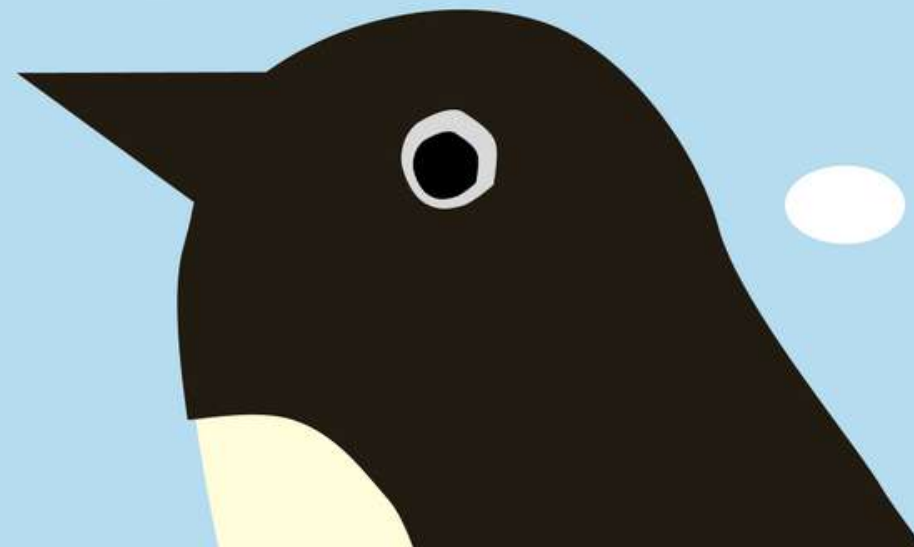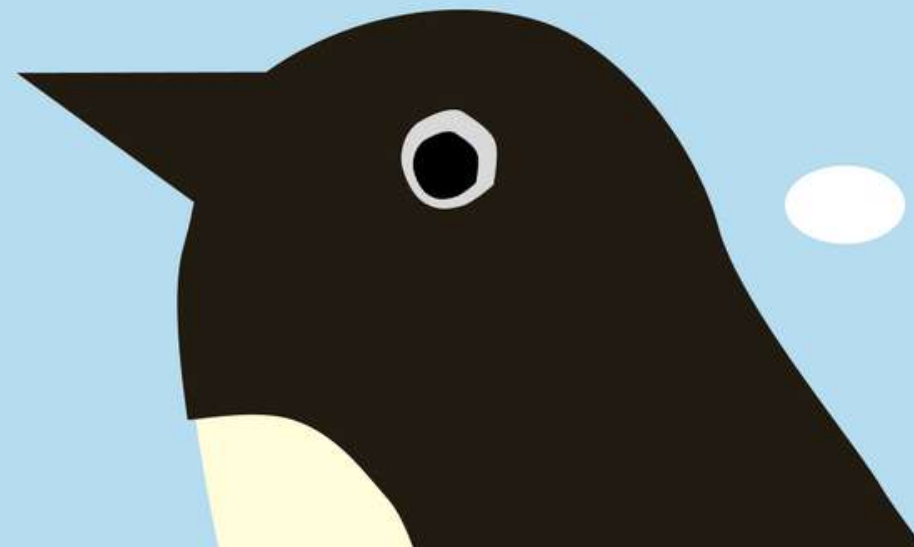
Reflection 02

Which values informed decision-making?

- The **office** is valued as **a symbol of the company's identity and culture.**
- **Traditional work** norms and practices are **highly regarded.**
- Personal and professional **connections** developed through **in-person interactions are valued.**
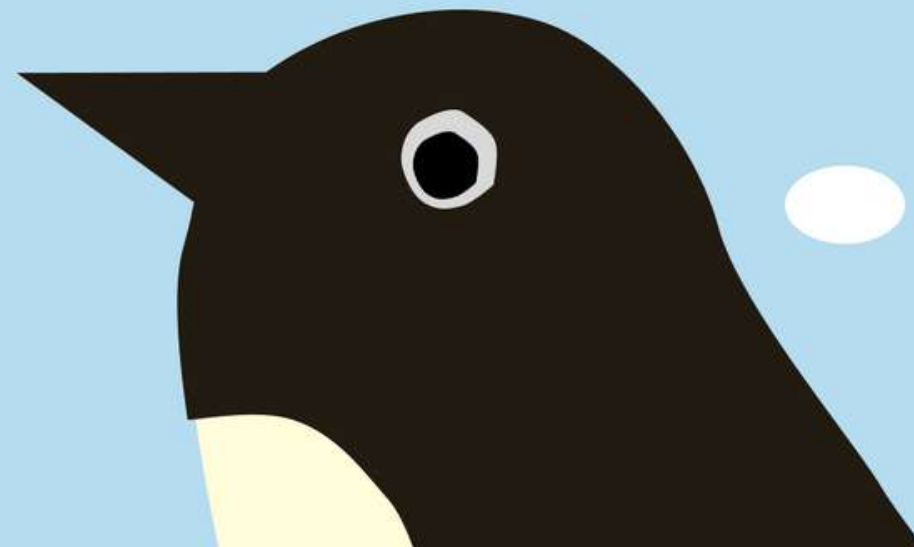
Reflection 03

What principles define how people led, managed, or worked together through this issue?

- **Companies** are driven by the principle of **maintaining control** and **oversight over employees' work.**
- There is a commitment to **aligning work practices** with **long-standing industry traditions.**
- **Companies** also **adhere to regulatory requirements** and **safety standards** as a guiding principle.

Conclusions

RTO WFH

Recommendations for RTO

To company | **To Managers** ⇌ **To employees**

Thanks! Yubi!

Benefits

🚗 Commuting reimbursement

🙂 Free childcare services

🏠 Free housekeeping services

🏢 Better office environment

✿ More holiday

$ Raise wages

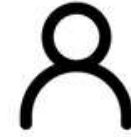🤲 Physical and mental health services

Incentives

🍕 Free lunch

🍪 Free snacks

🎁 Free gifts

🎵 Festival events

✔ Expert sharing

💬 **Communication &Transparency**

♡ **More understanding and respect**

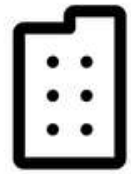🚀 **Create a good team culture and positive atmosphere**

Conclusions

RTO | **WFH**

Recommendations for WFH

To company

Improving office space utilization: redesigning office space

Enhance comfort with a coffee bar, snack area, and reading space

Using it for the holding events

Utilize office for public coworking like WeWork

To leaders ⇌ To employees

Assessment of Productivity

Quantify efficiency and establish a comprehensive evaluation system

Better WFH environment

Offering free customized office suites

New team building ways

Better leadership: Regular offline team events and new communal workspace

Better remote collaboration tools

More immersive and enjoyable WFH experience: Simplify communication and collaboration

‹ **Thanks! Yubi!**

Links

Figma

View it in "Fit width"

Link

Report

Link

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