Impact of COVID-19 crisis on the future of work in India

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Abstract

A secondary analysis of socio-economic, cultural, behavioral, and psychological factors affecting the Indian workforce during and post pandemic for predicting the work landscape of the future and informing the development of aligned productivity models

Objectives

- Study new emerging behaviors and expectations of Indian workforce across regions and industries.
- Identify and understand needs and possible change of motivations (triggered by the pandemic) amongst Indian workforces
- Welcoming employees back to office: Understand geographical, psychological and physiological needs to ensure wellness of Microsoft employees in India.
- Predict the landscape of remote work in the future (Trends and forecast)
- Integrate learnings to design primary research intended at improving productivity and efficiency through Microsoft products for a remote work eco system.

Introduction

In the current climate, VUCA (Volatile, Uncertain, Complex and Ambiguous) seems more appropriate a description than ever. It would be more accurately represented with Complexity at the core considering a diverse and complex nation like India, struggling with a medical crisis, an economic crisis, and a financial crisis all at the same time. With no playbook for how best to respond to the rapidly evolving concerns about Covid-19, many decision makers are grappling to strike the right balance between prudent cautiousness and panicked over-reaction.

Volatility in our COVID-19 World

Significant operational disruption due to public policy measures put in place to contain the spread of COVID-19. Indian Finance minister, Nirmala Sitharaman said, making a "realistic assessment" of economic growth would be difficult at this point of time as there is no clarity on when the pandemic would retreat. (PTI, May 23, 2020, Economic Times)

Uncertainty in COVID-19 context

The coronavirus lockdown and social distancing measures have brought out the worst fears of the people, giving rise to stress and anxiety. Besides groceries, Indians hoarded record levels of cash amid the coronavirus lockdown. The "currency with public" in the country reached a record high of Rs 23.41 lakh crore ($310 billion) for financial year 2020, according to central bank data. (Kapur, Manavi, April 13, 2020, QZ magazine)

Wide scale disruptions in supply of essential commodities is the immediate aftermath of the nationwide curfew. "If factories are not able to produce and the supplies are unable to reach hospitals, entire process gets defeated", said Rajiv Nath, founder of Association of Indian Medical Device Industry. (Srivastava, Shruti, March 25, 2020, The Print)

Complexity and Ambiguity Abounds

India's health-care spending is among the lowest in the world — just 3.7% of gross domestic product. That's left it with a patchwork of overcrowded public hospitals, and private ones that are unaffordable for many people. "I have a few cold/flu like symptoms, do I have the virus?" "Can I get tested?" "Will my insurance coverage include Covid-19 in India?" All of these and many others illustrate the ambiguous challenges of this COVID-19 context.

Context

In the last three months, the general socio-economic fabric in India has come to shambles due to reverse migration of labor (back to rural villages from urbanized cities) also causing the rise of COVID-19 cases in the heartland of the country. This has also led to fall in demand across sectors like travel, hospitality, entertainment, construction, and occupations that required people to converge at a 'venue' for purpose of community experience. We are looking at a deep recession, as trades are hit worst and the economic backbone of our cities (outside Tech), seems to have been broken for now. However, the Tech / Digital Economy workers have been able to survive and make the transition into the "new normal".

For this paper, we will be focusing our references to white collar workers, new age workplaces which allow flexibility to work remotely and the people who are part of this ecosystem. For this cohort, (modern) workspace and (modern) life have moved from "office space" to "100% home" and it is at this intersection, where we are attempting to define motivations & productivity for our audience.

As a society, family and communities, we are experiencing a massive sense of loss and change (of security; of control; of lives) and deep emotional crisis (deep grief, sadness & reflection on the fragility of our lives) whose impact on our collective will be permanent. The goal therefore is to help process and reflect on these complex emotions

and behaviors & draw meaningful 'India derived insights' to understand what effect the current crisis might have on people, their behaviors and motivations in the future.

Macro Changes: India Derived Insights

As India grapples with a new way of life, it is impossible to not see the impact on digital media consumption. Consumers have had to change their lifestyles significantly as social distancing, working from home, closed schools and canceled travel/events disrupt daily routines. COVID– 19 crises have limited Modern Work and Modern Life within the confines of the Indian homes. This was a 'change' that was triggered overnight for millions of households within the country and without much notice. Some of the broad themes that have emerged in the last quarter are listed below.

Indians are most anxious over COVID fallout

Consumers in India are most worried in the face of uncertainties due to the Covid-19 lockdown, taking the top spot in a global anxiety index, in a study by Deloitte. India's anxiety score was highest at 33 followed by Mexico (17) and Spain (14). This gives a reflection of heightened apprehensions, which are at the core of their decision making. (Our Bureau, May 27, 20202, https://www.thehindubusinessline.com/news/indians-are-themost-anxious-over-covid-fallout/article31689256.ece)

Prime Minister Narendra Modi announced a curfew-like lockdown at 8pm on March 24, 2020 putting 1.3 billion people under confinement. Considering PM Modi's last address at 8pm on November 8, 2016, he surprised citizens by the sudden announcement of demonetization, which caused havoc in the country, many people on the internet started speculating what's in the store for the country now. Indians went on a spree to buy not just staples and sanitizers but also cough medicines amid the new coronavirus outbreak, according to Nielsen India. As consumers stocked up on essential items anticipating curbs to counter the spread of Covid-19 pandemic, demand for consumer goods shot up. "As we saw that parts of India had entered into the third and fourth threshold of consumer behavior in March, , it was reflected in buying behavior around pantry preparation and quarantined living stages," (Sameer Shukla, west market leader, Nielsen Global Connect, South Asia). That included heavy buying of staples such as flour and pulses.

Packaged flour sales rose 25 percent compared with 20 percent in the previous year. Online, average number of orders in a week for cooking oil rose 106 percent in March compared to February. (D'souza,Sharleen, March 26, 2020, https://www.bloombergquint.com/business/heres-what-indians-are-buying-during-the-virusoutbreak).

Apart from food items, sanitizers and disinfectants were also in high demand as doctors stressed on hand hygiene. "With increasing preventive mindset, categories like cough syrups, gloves and masks have witnessed high growth in the first two weeks of March," – Sameer Shukla, west market leader, Nielsen Global Connect, South Asia.

Noting that the middle class, lower-middle class and the poor sections had been economically impacted by the coronavirus, Prime Minister, Narendra Modi appealed to industrialists and those in the high-income group to take care of economic interests of those who work for them.

Tech-nationalism: As a response to the increasing border tensions between India and China, the government banned 59 Chinese mobile applications, including top social media platforms such as TikTok, Helo and WeChat, to counter the threat posed by these applications to the country's "sovereignty and security.

Stress and anxiety levels have witnessed a marked increase across the world. The World Health Organization (WHO) has also acknowledged the rising stress among the population, publishing an advisory on "mental and psychosocial well-being during COVID-19 outbreak."

In India too, there has been an increase in general stress levels, anxiety and frequency of panic attacks. The virus outbreak has resulted in individuals experiencing anxiety for one's health, worrying about recovery, "extra precautions behavior" and "hypochondrial reactions".

India's financial distress exacerbated by the pandemic

India saw a steep decline in its growth rate in the July-September quarter of 2019, when Gross Domestic Product (GDP) was at its lowest in 7 years at 4.5 percent. Several sectors such as real estate, aviation, automobile and construction sectors suffered a constant decline in demand. On the other hand, the Banking sector and financial services witnessed serious crisis due to rising NPAs & bad loans and squeezing credit limits. Organizations such as World Bank, International Monetary Fund (IMF) and Moody's had repeatedly cut down the GDP Growth rate in their forecasts. (Pruthi Rupali, January 18, 2020, Top 13 Economic Developments, Indian Economy)

This economic slowdown could be attributed to weakened investments and declining consumer demand. There was an emerging narrative on social media, where passing out class of 2020, & current workforce, was already being cautioned about a possible slowdown and job loss. While most of the professionals were looking at this as a situation comparable to recession of 2007-2008, almost no one could have predicted a black swan event at that point.

The situation was compounded due to several socio – political interventions announced by the Government of India & these had led to multiple unrests all over the country. As new year dawned on the horizon, there were articles being published in the media, about the possibility of a new disease knocking on our doors & one that was generating a lot of interest in the healthcare industry specifically.

The COVID-19 crisis has led to a spike in the country's unemployment rate to 27.11% for the week ended May 3, up from the under 7% level before the start of the pandemic in mid-March, the Centre for Monitoring Indian Economy (CMIE) has said. The Mumbai based think tank said the rate of unemployment was the highest in the urban areas, which constitute the greatest number of the red zones due to the coronavirus cases, at

29.22%, as against 26.69% for the rural areas. Of the 122 million who have lost their jobs, 91.3 million were small traders and labourers. But a significant number of salaried workers - 17.8 million – and self-employed people - 18.2 million - have also lost work. Scenes of desperate migrant workers, particularly daily-wage earners, fleeing cities on foot to return to their villages, filled TV screens and newspapers for most of April.

Their informal jobs, which employ 90% of the population, were the first to be hit as construction stopped, and cities suspended public transport. But protracted curfews and the continued closure of businesses - and the uncertainty of when the lockdown will end, hasn't spared formal, permanent jobs either. Large companies across various sectors -media, aviation, retail, hospitality, automobiles - have announced massive layoffs in recent weeks. And experts predict that many small and medium businesses are likely to shut shop altogether.

These economic factors have produced mass hysteria and uncertainty globally with Sensex swinging wildly on global, oil, disease and border cues for India (& the world). During all this depending on the area you live in and the rate of infection, staying safe and keeping one's family safe is the main motivation right now. Safety needs now include need for the clean-living area, masks, hand sanitizers, maintaining social distancing, right insurance coverage etc. (PTI, May 6, 2020, The Wire India, https://thewire.in/economy/india-unemployment-rate)

Using COVID to India's advantage: Prime Minister Narendra Modi's response to the economic adversities confronting the Indian economy due to the COVID-19 crisis has been the 'Atmanirbhar Bharat Abhiyan'. "Is the PM's call for a self-reliant India to be myopically interpreted as import substitution or does this call respect the profoundness of

the very concept of a self-reliant economy? The monetary package underlying the Atmanirbhar Bharat Abhiyan inclines one to, at least prima facie, believe that the latter is true."(D'Souza Renita, 01.07.2020, https://www.moneycontrol.com/news/opinion/atmanirbhar-bharat-abhiyan-a-truecommitment-or-a-cosmetic-gimmick-5492041.html)

Education for (middle class India) is aspirational and a means for securing future has been affected by COVID

Education is a key component of the aspiration matrix of Indians, and that citizens are no longer willing to wait and will go the extra pecuniary mile to realize them. Sometime in the second week of March, state governments across the country began shutting down schools and colleges temporarily as a measure to contain the spread of the novel coronavirus. It's close to 3 months and there is no certainty when they will reopen.

This is a crucial time for the education sector—board examinations, nursery school admissions, entrance tests of various universities and competitive examinations, among others, are all held during this period. As the days pass by with no immediate solution to stop the outbreak of Covid-19, school and university closures will not only have a short

term impact on the continuity of learning for more than 285 million young learners in India but also engender far-reaching economic and societal consequences.

The structure of schooling and learning, including teaching and assessment methodologies, was the first to be affected by these closures. Only a handful of private schools could adopt online teaching methods. Their low-income private and government school counterparts, on the other hand, have completely shut down for not having access to e-learning solutions. The pandemic has transformed the centuries-old, chalk–talk teaching model to one driven by technology. This disruption in the delivery of education is pushing policymakers to figure out how to drive engagement at scale while ensuring inclusive e-learning solutions and tackling the digital divide.

Inclusive learning solutions, especially for the most vulnerable and marginalized, need to be developed. With a rapid increase of mobile internet users in India, which is expected to reach 85% households by 2024, technology is enabling ubiquitous access and personalization of education even in the remotest parts of the country. This can change the schooling system and increase the effectiveness of learning and teaching, giving students and teachers multiple options to choose from. Many aspirational districts have initiated innovative, mobile-based learning models for effective delivery of education, which can be adopted by others. (ET Government, April 16, 2020, https://government.economictimes.indiatimes.com/news/education/covid-19-pandemicimpact-and-strategies-for-education-sector-in-india/75173099)

Pandemic has significantly accelerated Digitalization in India and Internet has emerged as the backbone of Modern Life and Modern Work

India's internet consumption rose by 13% since the nationwide lockdown was put in place to check the spread of Covid-19, according to telecom ministry data that showed Indians consumed 308 petabytes (PB) or 308,000 terabytes (TB) of data daily on an average for the week beginning March 22. According to the department of telecom, which collated reports from service providers, the daily average consumption in this period was 9% higher than 282 PB data used on March 21 (the day the janta (people) curfew was announced) and 13% more than March 19, when consumption was 270 PB. The change reflected how people consumed more streaming content and logged on to work from home, which was also captured in how data demand from residences rose as compared to commercial areas. (Madhukalya, Amrita, April 21, 2020, https://www.hindustantimes.com/india-news/india-sinternet-consumption-up-during-covid-19-lockdown-shows-data/storyALcov1bP8uWYO9N2TbpPlK.html)

A surge in data consumption during the ongoing lockdown due to the Covid-19 virus outbreak has caused internet speeds to fall steeply, two separate studies by speed testing firms showed. Analytics firm Ookla revealed that fixed broadband – download speeds decreased to 35.98 Mbps in March from 39.65 Mbps in February. Mobile download speeds dropped to 10.15 Mbps from 11.83 Mbps in the same period, it said. Median download and upload speeds (for both WiFi and mobile data) between 11am and 11pm dropped by up to 36% and 17%, respectively, after March 25 when compared to February's average. "We also see higher packet loss and latency, which are also

indicators that the network is congested," Tutela said. (ET Telecom, April 9, 2020, https://telecom.economictimes.indiatimes.com/news/indiasmean-mobile-download-speed-declines-in-march-ookla/75060911)

The "Powerlessness" of WFH

Power and its generation, transmission, distribution and effective utilization are of considerable importance that plays a vital role in the enabling productivity in work-from home situation. The electricity requirements in India are increasing at a rapid rate and the power supply demand has been rising ahead of the supply. Energy crisis has been denting India quite adversely and suffers a huge deficit. The high demand but shortage in supply is one of the major reasons for intermittent power cuts in India.

"Covid-19 will have a debilitating impact on electricity utilities with domestic consumption (constituting 25%) expected to increase in the mix at the cost of commercial and industrial consumption resulting in enhanced T&D (transmission and distribution) losses and financial losses given the subsidized nature of domestic tariffs," said Sambitosh Mohapatra, partner (power and utilities) at PwC India. (Bhaskar Utpal, March 26, 2020, Live Mint, https://www.livemint.com/industry/energy/as-domestic-demand-rises-discomlosses-set-to-widen-11585242765730.html)

Multiplicity of digital media devices and applications has enabled productivity for individuals and communities / families

According to a report released by Broadcast Audience Research Council (BARC) India and Nielsen on the impact of COVID-19 on television and digital media behavior across India, the average time spent per viewer also saw a growth of 2%, from 3 hours and 46 minutes to 3 hours and 51 minutes a day, during lockdown. Not surprisingly, the news genre led the growth chart, with a jump of 57% while kids' channel viewership was up 33%. In terms of gender, female viewers showed marginally higher growth in viewership (9%) as compared to males (8%). With more people watching TV throughout the day, the

growth in TV viewing is coming from non-prime time slots (8am – 5pm). In several middle-class households across Indian cities, because of work from home and online classes for students in schools, colleges and higher educational institutes amid the lockdown to contain the Covid-19 pandemic, lead to a spike in demand for laptops, tech accessories, WiFi routers, printers, etc.

Ever since the state government announced online classes for school students from June 1 onwards, there has been a spurt in the sales of webcams, android mobile phones and laptops.

If parents had earlier denied their children to possess electronic gadgets, now they are forced to get one. IT professionals Kabir and Anushka work from home and their two children attend online classes. "We never felt the need for a separate laptop for them (children)… Covid-19 has made us realize we can't do without it," said Anushka, adding that they would order another as soon as delivery starts in red zones. With companies across the country enforcing a 'work from home' policy, employees are looking for ways

to help them stay connected, to work and to their loved ones. With school classes moving online, it has meant even children in the household now needed access to IT infrastructure of their own. (Basu Shreeradha D, Mukherje Writankar, May 15, 2020, Economic Times, https://economictimes.indiatimes.com/tech/hardware/laptops-in-demand-with-wfh-onlineclasses/articleshow/75746224.cms?from=mdr)

"With the nation under lockdown and business and professionals working from home, we are witnessing an increase in demand for our seamless connectivity solutions and collaboration products. There has been a surge in demand for WiFis Routers and Dongles as enterprises strive to keep their employees connected. We are seeing the same demand being reflected in the retail segment as well," said an official company spokesperson of Vodafone Idea Limited. (Shariq Khan, Economic Times online, April 22, 2020)

Discomfort of Indian summer v/s comfort of homogenously air-conditioned offices (irrespective of regional climatic conditions)

Crippling heat waves and water scarcity usually grips India during the summer months of May and June. Authorities regularly issue advisories on how to keep cool, including advice to drink water frequently, find shady spots and use fans. But following that advice could be more difficult this year with most of the country's 1.3 billion people trapped indoors as a result of a lockdown to try to stem spread of the coronavirus. Conditions will be particularly harsh for young professionals living in small, cramped homes with no air conditioners, little ventilation and irregular water and power supplies is a challenge of working from home. (Sharma Saumya, May 13, 2020, Reuters, https://www.hindustantimes.com/morelifestyle/beat-the-heat-india-struggles-to-keep-cool-during-covid-19-lockdown/storyMuEqtaTKhg7KFErO4TCVoO.html)

Reimagine Indian Homes for multi-generational families

WFH assumes that people have the connectivity they need to work from home; that their homes have quiet (or not-so-quiet) corners from where they can work. Most Indian homes need adjustments when it comes to WFH. For instance, the average size of homes in some regions ranges between 40 square meters to 60 square meters. This house size may be small if one has to accommodate their family, to install a working desk. Most houses do not have a study room. The home has become the center of existence for families. Spouses, partners, kids, elders, in-laws are now confined within the home and everyone has to make do with the same space whether it is for work, entertainment, education or even family time. Traditionally Indian homes are not set up for work and are the mainstay of supporting joint families, elders, and kids. With limited spaces, Indian professionals are working on sofa sets, kitchen platforms or on beds and this is resulting in health and wellness issues pertaining to obesity and ergonomics.

This change can also lead to impact on Data Integrity norms when employees from different companies are staying together, a case which is more obvious in co-living, sharing of rented spaces. A lot of them are living in crammed spaces that they share

with other flat mates to save on rent. Most of them don't even have a basic workstation — a table and a chair — at home. Unlike their seniors who are saving a substantial sum on commuting cost right now, many at the junior and mid-level preferred public transport for their daily commute. Therefore, the money saved on travel doesn't help offset the additional cost of WFH for them.

Conceptual Boundaries

By the virtue of going to a dedicated official space one could draw a line between what kind of work needed to happen at workplace and at home, respectively. In WFH the boundaries are fluid. As a result of this the elders and kids in the family must make major adjustments to their routines and so do working members, to ensure everyone is supported well during the day. This is impacting work life balance for all employees. In addition to this families have emerged as the epicenter of mental wellness. Families are complicated and therefore, there is no simple answer to whether the coronavirus lockdown is leading to strengthening of relationships or not. For some people, families are the primary triggers of their mental health issues while for others, absence of social circles/ families is leading to increased mental stress. All of this has promoted widespread uptake and enrollment in mental wellness programs across workplaces in the geography.

Health and wellness

As employees are not convening at the workplace, there is a perceived pressure one everyone to stay productive. This has given rise to multitasking, screen time, sedentary lifestyle, constant auditory stimuli (headsets), postural anomalies etc. Besides this break/s have become scanty as more people are switching from formal to informal meetings on same device and same place creating screen fatigue. This over productivity, efficiency is not durable and will eventually create burnouts. Working across multiple time zones: Given the large number of Indians that have to deal with companies in other time zones, many Indians work long days resulting in burnouts and risking their mental health and sanity. In India, the nationwide lockdown to flatten the COVID-19 curve has been followed by reports of increasing domestic violence, mirroring the global trend, and which UN Women has called a "shadow pandemic". This places women at an increased risk of unwanted pregnancies with fewer means to assert their bodily autonomy. Further, disruptions in pharmaceutical supply chains are likely to impact the availability of contraceptive methods and medical abortion drugs. (B.R., Rupavardhini B.R. and Agarwak, Vrinda, May 18, 2020 https://thewire.in/health/covid-19-pandemic-women-reproductive-rights-abortion-access)

India's (co)dependency on domestic helpers

The relationship between the maid and the "mistress/master" is one of inter-dependence - extreme poverty compels unskilled slum-dwellers and rural poor to seek employment as domestic help as a way of earning a living and for the middle-class, it provides cheap labor that keeps their homes running smoothly. However, there is a

raging debate taking place in many residential societies over whether it's prudent to allow domestic helpers to come into people's homes or not? This has resulted in lopsided domestic responsibilities which falls on the "woman of the house," for running the household, doubling the burden: workfrom-home and work-for-home. There is a very clear gender dimension to it (the lockdown) because most Indian households don't have equal sharing of housework. Social distancing from house helps is exposing the Indian family's unspoken sexism.

Survivor's guilt amongst Middle class

Indian middle-class life involves inescapable interface with low-wage help. The pandemic has exposed gross inequalities between people at varying levels of privilege. Many mental health professionals providing therapy in times of the lockdown have noticed a debilitating sense of guilt reported by their clients who feel that they are not doing enough to help society or feel guilty for not experiencing the same level of suffering vis-a-vis others. The paradox of privilege at play here is that the socio-economic resources that equip certain sections of society with material comfort are also leaving them with enormous guilt for having this privilege which others don't, thereby adversely affect their mental health.

Conclusions and Further Study

Humans are social creatures wired to live in interactive groups. Being isolated from family, friends and colleagues can be unbalancing and unnatural for people and can result in short or even long term psychological and physical health hazards. Covid-19 crisis has potential of having long term impacts for us in India and worldwide.

As cases continue to rise in India & the fear of Covid-19 continues to grip us all, Survival and Job security are paramount to Modern Life and Modern Workplace workers. We would like to build on this framework further and identify the motivations and needs of modern workforce to validate our findings, shared in this paper.

We are sharing a questionnaire here, for conducting primary research for information workers specifically, working out of India. Through this, we are hoping to understand life, as it stands now, at the intersection of geography, culture, home and workplace. This will help us come up with the optimal strategies to keep our Digital Workplaces, Rewards Program, Engagement Programs & Learning Programs (to name a few), redesigned and delivered for impact and effectiveness. Additionally, this intersectionality has given a whole new meaning to productivity & by identifying specific 'motivation and needs' of self, families, kids, elders and community, we do hope to provide rich commentary on how 'tools' need to be designed in this new normal & beyond.

Appendix

Factors that are important and are identifiable

1. Gender

2. Age

3. Ability

4. Office Location / City

5. Organization

Office and Home Environment –

6. Did the person work from office regularly before Covid -19?

a. How many people in the team worked out of office?

b. Which city / site is the person working out of now?

7. Description of home environment during Covid – 19?

a. Number of Rooms

b. Workstation Details

c. Number of tables, chairs, equipment

d. Number of kids in the house & their age

e. Number of elders in the house & their age

f. Support available at home for childcare and eldercare

8. Which activities does the person support at home?

a. Kitchen duties

b. Cleaning duties

c. Washing duties

d. Buying groceries

e. Cooking

9. What is the speed of internet being used at home?

Factors that are important and must be explored

1. Which part of WFH do people like most?

2. Which part of WFH needs more coaching at people settle into the new normal?

3. Does the weather of the city, impact working in any manner?

4.Does the socio – political condition of the city, impact working in any manner?

5.Does the healthcare set up of the city, impact working in any manner?

6.What aspects of working from office are being missed the most?

7.How has personal productivity changed due to COVID-19?

8.How has overall satisfaction for WFH been impacted due to COVID-19?

9.What constitutes mental wellness when people are not working out of office?

10.Have the working hours changed & by how much?

11.Which form of leadership engagement is most engaging?

a. Townhalls

b. One – One

c. How does the team engage in blue sky thinking?

d. How are teams being recognized?

e. Which team bonding activities are effective?

f. How are unstructured conversations happening?

g. Do team members switch on video at the time of call?

h. What defines being passive vs being absent in meetings?

12.What noise is most heard when people are multitasking?

a. Kitchen related

b Childcare related

c .Fan / Home Furniture movement

d. Eating while talking

13.How has team's productivity changed?

14.What changes in communication have happened?

15.How have meetings, communication, collaboration changed?

Factors that are unknown at this point but must be understood better with respect to Product Development

1.As people are missing the "workplace", what productivity measures are required to replicate the real-world "work" experience?

2.What tools are being used most for productivity and for which customer?

3.What are we hearing as feedback from our customers and competition?

4.Is walking out of a meeting room the same as dropping out of a video call?

5.How do people find information when they drop out of a call, which is not being recorded?

6.How are people requesting airtime to share their point of view?

7.How do people laugh /acknowledge ideas / comments when are audios are in mute?

8.Is parallel chat an enabling feature in team meetings?

9.How are we collecting feedback or opinions virtually?

10.When videos are turned off, does silence attribute to passiveness?

11.What else can we add to Emojis, Gifs, to make virtual interactions appear human?

12.How do we ascertain that employees are paying attention

13.How do we build relationships virtually?