



# GUIDE FOR BUSINESSES

**Leadership in hybrid environments:  
how to partner employees in the  
new work setting**

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## WHY THIS GUIDE?

The pandemic has brought with it an **evolution** in the work setting. Whereas before, almost all employees carried out their work in person at the workplace, now the so-called **'hybrid' working model**, where some of the workforce spends their working day in the office and the rest work remotely, either on a shift basis or according to the requirements of each post or area, is becoming **relevant**.

This new way of working, which is beginning to gain ground in the majority of businesses, attributes its success to the **combination of benefits offered by both models**: greater flexibility, efficiency and commitment can be obtained from employees, with the achievement of clear results in improving the work-life balance, reflecting positively on the health and overall well-being of the employees.

However, the fact that this is a model which is beginning to take off and that, in some cases, is still conditional upon the current context of uncertainty and continuous change also means that **additional challenges** need to be faced. These include knowing how to maintain a sense of belonging, strengthening the bond between work colleagues, avoiding an 'always on' culture taking hold and caring for the health of workers holistically, both in the workspace and at home.

To shed light on this subject, Cigna has drafted the **'Leadership in hybrid environments: how to partner employees in the new work setting' guide for**

**businesses**. This is a guidance document intended for team leaders and HR professionals working for large corporations and SMEs. It includes guidelines for integrating this new working model into the business effectively by means of a new type of leadership based on optimising the employee experience.

The starting point for this document is the change that the pandemic has brought to the way of working, fostering the rise of hybrid work settings. The data taken from the **'Cigna COVID-19 Global Impact'** study forms the statistical basis of the guide, along with data from other secondary sources. In this way, it is possible to perform an analysis of the main benefits and challenges in leading a hybrid workforce and to propose a number of recommendations in order to achieve this task successfully.

The aim is to accompany and inspire organisations during this process, proposing different tools to motivate workers, look after their health holistically and promote their resilience as key factors in managing change and adaptability to a changing world.

Talent management and leadership style are traditionally two of the main people and organisational challenges. The arrival of hybrid work settings has increased the magnitude of these challenges. Therefore, **being up to date with the new management approaches will make the difference in becoming a successful, productive and people-centric business**. This document will help your business achieve this.





## HYBRID WORKING, THE DOMINANT WORKING CONTEXT FOR THE POST-COVID-19 ERA



With the outbreak of the pandemic and the consequent restrictions imposed by the health authorities, a considerable number of workers gained their first experience of the world of remote working. Prior to the health crisis, only **one in ten**<sup>1</sup> employees in Europe worked remotely, either on an occasional or regular basis. This is an insignificant figure if compared with the data obtained by **Eurofound**<sup>2</sup> during April 2020, which found that around 40% of the population had begun to work remotely as a result of the spread of COVID-19.

Despite its implementation involving having to face a number of challenges in many cases.

***This experience has opened the way for a new way of working, which has come to stay.***

In fact, according to the global data recorded in Cigna's **'COVID-19 Global Impact'**<sup>3</sup> study, we can see that this practice has been maintained despite the relaxation of lockdown measures. Proof of this is the evolution that remote working has undergone since the summer of 2020. In June, 36% of the global population was working from home most of the time and 22% sometimes. In August, these percentages were 34% and 22% respectively and, in October, 27% and 28%. Finally, the latest figures recorded in December 2020 showed that 24% spent most of their working day remotely and 29% a part of it.

Although there is no official data available on the actual proportion of people working remotely, we do know that a large number of businesses are continuing to keep their workforces at home, at least in part. The reason is not only the continuing latent health risk but also because it has proven to be an enormously effective way of working - both for organisations and employees. In fact, in summer 2020, **eight out of every ten workers**<sup>4</sup> in Europe said that, when health restrictions were relaxed, they would prefer to work remotely or combine working from home with working in the workplace. What is more, according to the wave of surveys conducted by Cigna in December, 61% of employees globally would like to harmonise both models. The remaining respondents stated their preference for working remotely all of the time (11%) or resuming their routine in the office for the entire working day (28%).

The result has been the growth of a new hybrid work setting where employees work both remotely and in the workplace. And, despite many businesses opting for remote working as a way of protecting their workers against the advance of the pandemic and seeing their operating requirements met over the last few months, they have also observed certain restrictions where logistical issues are concerned and even more difficulties in maintaining their corporate culture and employee engagement. All of this, together with the convenience of in-person contact between team members for the performance of certain tasks, is leading to an intermediate solution as the preferred path.

## ADVANTAGES AND CHALLENGES OF LEADING A HYBRID WORKFORCE

Managing a hybrid workforce offers numerous advantages for businesses, as it combines the benefits of remote working and work in the office:



### HELPS TO INCREASE PRODUCTIVITY AND CORPORATE EFFICIENCY

By prioritising a focus on output, instead of continuing to focus on time management. The reason is that this way of motivating for performance establishes small short-term goals, increasing productivity levels as objectives are achieved.



### CONTRIBUTES TO REDUCING ABSENTEEISM

The fact of being able to combine the benefits of both working methods increases worker motivation, commitment and contentment, which contributes to their wellness. In addition, if remote working is combined with the opportunity to access telemedicine, this will contribute to the prevention of future health complications, reducing time taken up with medical issues and, in the end, reducing absences and days off sick.



### LOYAL, COMMITTED WORKFORCES

On the one hand, as a result of the benefits of remote working for employees: improvement in work-life balance, increased autonomy and decision-making power, greater convenience and savings on travel costs when working remotely, etc. And, on the other, owing to the opportunity to return to the office and enjoy direct contact with other colleagues, at any time, as well as all the facilities for performing tasks and a flexible, collaborative, inspiring workspace with strict health and safety protocols.



### MORE EFFICIENT TEAM MEETINGS

Offices will now be used for meetings, sharing creative ideas and solving complex problems. These periodic meetings will be utilised much more and will be more productive.



### IT IS AN EXCELLENT WAY OF ATTRACTING TALENT

The possibility of being able to benefit from remote working if desired helps to attract the most demanding professionals, who value this method as a component that improves their quality of life and understand that this opportunity involves a vote of confidence by the company, enabling them to manage their work time and tasks more independently.

All these benefits account for the **hybrid model having acquired so much impact**. However, its implementation also involves facing **numerous challenges**, regardless of the combination chosen: dividing the working day in two, apportioning the days of the week or month or offering the option of working from home on a permanent basis to just some of the workforce.

There are also a number of challenges that need to be addressed:



### MAINTAINING EMPLOYEES' SENSE OF BELONGING TO THE ORGANISATION

In order to be able to optimise enjoyment of traditional and remote working and combine them in hybrid models, it is necessary to seek appropriate collaborative tools that secure loyalty and ensure that no worker feels excluded. In fact, quite the contrary, it is necessary to ensure that the bond between business and employee gets stronger every day.



### UPDATING THE SYSTEMS OF ASSESSING AND MEASURING WORKFORCE PRODUCTIVITY

Although measuring work performance will continue to focus on the objectives achieved, to establish the hybrid formula it will also be necessary to pay attention to other important variables that will affect workforce productivity: new leadership readapted to the combined setting and occupational, physical and psychosocial risks linked to working remotely and in the office, etc.



### ESTABLISHING CERTAIN TEAMWORK ROUTINES ADAPTED TO BOTH SCENARIOS

Fixing a schedule for daily, weekly or monthly online and in-person meetings; validation processes; performance tools; distribution of work and roles, etc.



### PREVENTING WORKERS FROM BECOMING DEMOTIVATED

by looking after their health and wellness holistically, both in the office and at home, taking account of the complexity of each worker's life, based on the multiple interconnected factors on which their wellness depends: mental health, physical health, family situation, working environment or financial context, among others.

# LOOKING AFTER EMPLOYEES' HEALTH HOLISTICALLY IS KEY IN THE NEW WORK SETTING

The lives of employees are more complex than before the pandemic and **their health now depends on many factors that are constantly changing**: family wellness and personal life, work, looking after their physical and mental health, access to medical care, etc.

Therefore, businesses will need to keep in mind what workers are facing and what challenges and needs they have right now:

- › **More difficulty in switching off from work ("always on" culture).** Digital tools have increased efficiency and flexibility but, at the same time, they have promoted the establishment of a culture of always being available, making employees believe they have to be accessible at any time and in any place, including outside working hours. According to Cigna's study, 78% of workers globally say they never switch off from their professional responsibilities.
- › **Involuntary extension of the day.** Now more than ever, employees must organise themselves independently in an efficient and productive manner as, if they don't, they can be overburdened with work that will lead to an involuntary extension of their working day and, ultimately, the feeling of being overwhelmed and unable to enjoy their free time. As Cigna's study shows, 60% of workers say they continue to perform their jobs after working hours and half (51%) sit down to work even before the start of their working day. There are 47% who say they stay connected at weekends and 1 in 4 (26%) are incapable of switching off even during the holidays.
- › **A limited personal relationship with other colleagues.** The lack of personal contact with other colleagues may lead to a feeling of isolation or loneliness, a decrease in the connection between employees, a higher risk of misinformation about corporate matters or the occurrence of problems when working in a team.
- › **Readjusting to a new work setting,** as work is now performed in two different spaces. Some of the challenges that it will be necessary to overcome are having to return to the rhythm of in-person working, adjusting to new work protocols and adapting to the health and physical contact measures imposed by the health authorities and the company itself, etc.
- › **Encouraging employees to switch off.** Thanks to new technological tools, tasks can be performed more rapidly and efficiently from any place. However, the fact that these types of solutions are continuously changing and evolving means having to be constantly updated so as not to be left behind. If we add to this the risk of being continuously connected to work, this could foster problems such as 'technostress', 'technoanxiety', 'technophobia', 'technofatigue' or 'technoaddiction', as indicated by Spain's [\*\*Instituto Nacional de Seguridad y Salud en el Trabajo\*\*](#)<sup>5</sup>.
- › **Need to rely on ergonomics and occupational risk prevention tools** suited to hybrid environments, which will obligate the business to take account of any problems that might arise in this regard when remote working and during the performance of in-person tasks at work.
- › **Increase in inactivity.** When working remotely, the risk of inactivity increases with the removal of physical activity deriving from travelling to the workplace. In addition and bearing in mind that this activity per se is not enough, it is more important than ever to promote the adoption of a healthy lifestyle based on exercise and a healthy diet. Otherwise, this situation may lead to overweight or obesity problems and, consequently, other disorders associated with these pathologies, both physical and mental.
- › **Need for the business to readapt risk prevention initiatives to the new work setting:** tobacco use, cancer, obesity, diabetes, cardiovascular diseases, etc. Now that the new work setting brings two work spaces, it will be key to utilise the benefits of both environments to launch powerful awareness campaigns focused on health and wellness care, beyond COVID-19. This is particularly true, if we consider that our healthcare and risk prevention have assumed more importance than ever.
- › **Uncertainty about the future.** There is no real certainty about what is going to happen. Information is continuously changing and this generates a state of



confusion and causes mixed feelings of despair, stress, anxiety and hopelessness. For this reason, workforces need their organisations to be as honest as possible

- › **High stress levels.** The deterioration of the population's mental health will be one of the long-term effects of the health crisis, either on account of all the previous factors or because of added difficulties such as concern for personal finances, the health and well-being of family members and friends or access to quality medical care. Therefore, in addition to looking after the physical health of the workforce, care for employees' emotional well-being, specifically, the prevention and control of problems such as stress, anxiety or depression, is one of the main areas of intervention in organisations.

According to Cigna's **'COVID-19 Global Impact'**<sup>13</sup>, **86% of the global population said they were stressed in last December.** Although, right now, as indicated, this state of constant tension is a problem that they are able to manage, if it continues over time, it might result in different disorders affecting the overall health and productivity of the workforce and the retention of talent in the organisation. The reason is that the employees in this situation find it difficult to concentrate, lose interest in their work, are distant and irritable, make more mistakes than normal, demonstrate negative and emotional language and are absent more often or request more days off for health issues.

***All these risks reflect the need for any organisation, irrespective of size, to invest in health at the company and partner their workforces wherever they are.***

In order to achieve this objective, it is necessary to embark on a new approach to leadership that optimises the employee's experience and promotes resilience in order to adapt to an ever-changing environment.

This new way of leading will have to revolve around a well-founded people management strategy that ensures the holistic wellness of workers and includes ad hoc measures. In this way, the organisation and its leaders will not only demonstrate that they are there for everything their employees need but also that they will do everything possible to protect them, wherever they are working.

All the initiatives and actions carried out will have to fulfil three requirements: adaptation, integration and an integral approach.

- › **Adaptation.** The implementation of these measures must include the digital component since many workers will be working remotely and must always take account of the context and needs of each employee.
- › **Integration.** The entire workforce must be included, irrespective of where their activities are performed.
- › **Integral approach.** The main pillars of effective talent management must be addressed: health and wellness, work-life balance, support for diversity, career development, recognition of success or continuous feedback.





# TEN CRITICAL ASPECTS FOR LEADERSHIP IN HYBRID SETTINGS

## 1. CONVEYING CONFIDENCE AND ACTIVELY LISTENING

It is more important than ever now for leaders to strive to create an environment of confidence and continuous contact with their labour force. Employees need the support and empathy of their companies more than ever owing to the ever-changing context that we are living in.

Therefore, it is not enough for directors, managers and HR professionals to ask how they are or what they need on a regular basis, or to be open to receiving any questions or requests from them. They also need to learn how to detect when employees need help and to be understanding at times when productivity is lower.

### Possible actions:

- › Establishing a calendar of periodic individual meetings to focus on workers.
- › Accessible communication channels.
- › Training for managers and directors on empathy and leadership skills.
- › Conducting regular surveys on their needs.
- › Providing many more opportunities for active involvement.
- › Creating an online questions channel.

## 2. MOTIVATING AND ENERGISING THE TEAM

Performing work efficiently and in the shortest possible time is one of businesses' main objectives these days. In order to achieve this, employees need to feel valued and motivated. Some tips for increasing their commitment and, ultimately, their productivity and sense of belonging to the organisation are: giving them new responsibilities, assigning attractive projects to them, advising them, helping them to acquire new skills that contribute to their professional development, listening to their opinions or rewarding and thanking them for their effort.

### Possible actions:

- › Investing in mentoring.
- › Offering training focused on issues related to their post or area of work, new technologies or languages.
- › Giving them autonomy and delegating specific tasks to them.
- › Establishing a success recognition system.
- › Providing company benefits, in particular, access to health insurance, one of the most valued benefits.
- › Financial incentives scheme by means of a pay packet based on merit.

### 3. STIMULATING CREATIVITY AND SYNERGIES AMONG EMPLOYEES

In hybrid settings it is necessary to know how to convey all those values oriented towards collective working and the need to create synergies. Only in this way will employees learn that pulling together and consolidating their efforts is much more productive than working independently. This is not just achieved via efficient working methodologies or with motivation-based strategies, it is also fundamental to provide teams with all the materials and tools necessary to perform their tasks in a group: from IT equipment or any tool necessary to devices likely to stimulate creativity and cooperation.

#### Possible actions:

- › Establishing new, more agile and effective working methodologies: extreme programming (XP), Scrum, Kanban, Agile Inception, Design Sprint, etc.
- › Providing training focused on the development of soft skills (teamwork, empathy, decision-making, conflict management and communication, etc.).
- › Scheduling periodic brainstorming sessions on specific subjects.
- › Launching a group coaching programme.
- › Creating an inspiring physical work setting to stimulate creativity, agility and innovation.
- › Providing technological tools focused on cooperation.
- › Promoting diversity to generate enriching ideas.
- › Establishing a plan to detect so-called “agents of change”, employees who shine with their own light and who, if well trained, can help to work their constructive energy and project it towards others.
- › Virtual decoration on the intranet or workspace with inspirational statements about teamwork and the importance of creating synergies in order to grow as a company.
- › Corporate volunteering for groups.

### 4. PROMOTING A CULTURE OF SUPPORT AND COOPERATION

As important as teaching employees to work as a team is encouraging the emotional bond between them. People are naturally social and the relationship established between colleagues will be a fundamental pillar for the mental health of workers and, by extension, their happiness. So, helping them to get to know each other better and strengthen ties will reflect positively on the creation of a working environment based on support and generosity, entailing an added value for retaining talent.

#### Possible actions:

- › Encouraging contact between colleagues and teams beyond work issues.
- › Initiating special internal communication initiatives focussing on team building.
- › Scheduling corporate digital events, either hybrid (where some employees can follow everything remotely and participate if necessary) or in person.
- › Creating a corporate social network.
- › Equipping employees with the resources and tools necessary for them to learn to empathise with others and be able to identify when a colleague needs support, either via practical information or workshops.

## 5. LEADING THE CHANGE IN THE BUSINESS SUCCESSFULLY

In an ever-changing scenario, all businesses, both large corporations and SMEs, need to reinvent themselves quickly and efficiently. Embarking on this transformation will require performing a structured process in which employees are involved, understand, accept and adopt the new company roadmap properly, achieving the objectives set in a rapid and agile manner.

In order for the Change Management strategy to be successful, it is vital for leaders, including the General Management, to be the ones driving the change in the organisations and supporting this effort to ensure alignment between talent management and business strategy.

There are various change management models that can be undertaken. The most popular are: ADKAR, Lewin, Kotter's 8-step model, McKinsey 7-S, Nudge or ACT!FSL™.

### Possible actions:

- › Defining a change management team.
- › Determining the impact that the new procedures will have at individual level (skills, roles, workload, organisation and resources, etc.) and obstacles that may arise.
- › Marking stages and small targets with the workforce that are matched with the journey until the final result.
- › Performing an assessment to help people to understand their strengths and weaknesses.
- › Effective two-way communication system to address any issue related to the change strategy.
- › Training and coaching for directors on how to lead teams in change processes.
- › Conducting opinion polls before and after the plan.

## 6. ENSURING THAT THE INDIVIDUAL AND TEAM OBJECTIVES MERGE WITH THE CORPORATE GOALS

The success of a business depends on there always being a close correlation between the individual objectives of employees and the general objectives of the company. In this way, workers will feel more involved with the company's successes, be aware of the direct impact of the work they do and will orient their work in the same direction as their other colleagues.

To achieve this, it is necessary to establish a set of attractive objectives for the workforce that promotes cooperation and, above all, that the employees manage to make their own and with which they can identify.

### Possible actions:

- › Creating a space or tool, accessible to all workers, where the goals and objectives are included and where they can contribute their ideas and track progress.
- › Delimiting the expected results and responsibilities to be assumed by each employee clearly and specifically.
- › Periodic monitoring of the teamwork being performed.
- › Individual check-ins to analyse the worker's performance and any problems that may arise.
- › Rewarding the achievement of objectives that contribute extensively to the corporate strategy.

## 7. TRANSPARENCY AS A VITAL VALUE

As in any relationship, transparency is key for maintaining the bond between business and employee and giving credibility to all actions performed from the organisation. Not only does this generate an environment of confidence, it also provides a footing for workers to be more honest about their individual viewpoints and more open when they express them. The more a transparent atmosphere is encouraged, the easier it will be for teams to work together and achieve a common objective.

### Possible actions:

- › Corporate intranet or portal where all changes, updates and other innovations relating to the company or working processes can be shared.
- › Periodic town halls.
- › Internal memos to provide information on relevant targets.
- › Weekly bulletin with updated news on the business.
- › Company magazine.
- › Videos with important innovations.

## 8. RESPECTING SWITCHING-OFF TIME AND PROMOTING A WORK-LIFE BALANCE

Maintaining a balance between the personal and professional lives of employees is now more important than ever for drawing the most from their talent, enjoying a full professional and personal life and strengthening their resilience in the face of present and future challenges.

Therefore, it is up to businesses to implement support measures that prevent the days of their workers from extending beyond ordinary working hours and, most importantly, compromising their quality of life. The best way to achieve this is to establish a solid philosophy of switching off from work, which helps make employees as productive as possible.

### Possible actions:

- › Awareness campaign on the importance of switching off to increase productivity and performance.
- › Offering working flexibility benefits such as: short days for personal reasons, free choice of hours and workspace, intensive day on specific days of the week, compressed working week, flexibility in terms of holiday periods, day off on employee's birthday, etc.
- › Continuously mapping the individual workload to prevent the extension of the working day.
- › Employee support services: subsidised service or special discounts for childcare or at centres for dependants, information resources on the availability of all these services close to the office, etc.
- › Organising special activities for employees' families.
- › Training or practical resources focused on productivity, concentration and task management techniques.
- › Setting a time limit for dealing with calls and/or mail.
- › Delimiting specific times and days to make video calls.



## 9. COMMITTING TO THE OVERALL HEALTH OF THE WORKFORCE

It is key that the management, HR departments and team leaders support the establishment of holistic healthcare programmes to address care for the wellness of their staff. To do this, they must lead the launch of different initiatives and services focussing on risk prevention and promoting a healthy lifestyle.

According to Cigna's '[COVID-19 Global Impact](#)'<sup>23</sup> study, right now, the main demand from employees is for their companies to provide them with health insurance with improved health cover (62%). Therefore, one way of cementing the relationship with the team and demonstrating a leadership style adapted to their needs is to facilitate access to these types of solutions.

Likewise, as shown by the data from the study, workers are also looking for more support with mental health (53%) and more tools and resources to stay healthy and physically active (48%). Consequently, it is also important to offer solutions such as: wellness platforms, telemedicine services, access to quality medical care, opportunity to obtain psychological counselling, etc.

Organisations need to demonstrate their concern for all aspects affecting the lives of their workers and provide tailored support. Nevertheless, to address all these needs effectively, it is fundamental to have the resources, know-how and advice required. For this reason, being able to rely on a specialist health insurance partner for guidance during the process is essential, particularly in the case of small and medium-sized enterprises, which generally do not have a specialist team to organise, develop and measure health and well-being programmes.

In this respect, companies such as Cigna offer continual assistance, support and monitoring to all types of organisations during the process of establishing a well-being plan as well as a wide range of flexible medical covers and health services.

### Possible actions:

- › Performing an analysis of each and every risk related to health and wellness (physical and mental) when working remotely and in the office.
- › Offering health insurance to the entire workforce, under a Medical Team policy or the reimbursement scheme, with the possibility of including the employees' family members.
- › Providing employees with access to a telemedicine service and video consultations with physicians, from any location and at any time.
- › Providing employees with follow-up programmes for patients with chronic disorders.
- › Offering a virtual space on health and wellness with practical tips and resources (management of biomedical data, coaching and information of interest, etc.).
- › Online or telephone psychology consultations.
- › Psychological counselling.
- › Conducting specific awareness campaigns for certain disorders or risk factors (cancer, heart diseases, diabetes, obesity, stress, tobacco consumption or high alcohol consumption, etc.), with workshops, information resources and special initiatives to raise awareness.
- › Providing employees with practical information periodically on all formats (guides, videos, infographics, gamification tools, etc.) to help them manage any health issues: active lifestyle, healthy eating, prevention of disorders owing to excess computer use, adequate rest, etc.
- › Workshops, programmes or courses focussing on the management of emotions and emotional self-regulation.
- › Free relaxation and meditation sessions.
- › Ensuring that their ergonomic conditions whilst working remotely and in the office are the best possible.
- › Periodic bulletins or channel with videos on well-being tips.
- › Challenges or competitions between employees on health questions.
- › Machines dispensing fruit, natural juices and healthy snacks in the office.
- › Gifting sports accessories (trainers, leggings or sweatpants, wearables, etc.).
- › Paying for public bicycle services to travel to the workplace.

## 10. PARTNERING EMPLOYEES THROUGHOUT THEIR STAGES IN THE BUSINESS

Securing the loyalty of workers and gaining their confidence also involves partnering them throughout their lifecycle in the business. This means being at their side and supporting them in the different stages: attraction, selection, development, retention and separation (retirement, leaving for personal reasons, change of job, redundancy, etc.).

The benefits of implementing a personalised strategy in this regard are many: greater staff commitment, productivity increase, good image and reputation as an employer brand, reduction in turnover rate, etc.

### Possible actions:

- › Onboarding plan.
- › Career development plan with periodic meetings between worker and manager to analyse where the employee is, where they want to go and what resources they need to achieve this (change of area or department, involvement in a specific project, etc.).
- › Retirement plan.
- › Company exit plan.
- › Outplacement plan.



## THE IMPORTANCE OF ADOPTING A HOLISTIC APPROACH TO HEALTH IN THE NEW WORK SETTING

The pandemic has impacted the lives of employees directly, affecting all aspects of their lives. Therefore, if businesses and their leaders really want to become a pillar of support, they need to understand that in order to ensure the wellness of their workers it is no longer sufficient to talk in terms of health or illness, or to consider just those aspects that affect the work environment. In the new hybrid work settings, it is necessary to go further and attend to all the interconnected elements forming part of their world that are ever-changing: mental health, physical health, family situation, social context, work, personal finances or access to medical care.

Therefore, it is necessary to adopt a holistic approach that takes account of all the areas of a person's life affecting how they feel, act and perceive their surroundings. By taking this stance it will be possible to contribute to the labour force maintaining their overall health and, in this way, being as productive as possible.

In this regard, relying on a health insurance partner that shares this same vision and can provide a wide range of solutions to meet the new expectations and current needs of employees can make the difference in terms of the programme's success. And this is where Cigna's new Whole Health model plays a fundamental part.

Whole Health is a new way of understanding healthcare and the concept of health. Our objective is to offer a response according to the needs of each person in order to provide them with a wide range of tools, resources and services that address all aspects affecting their holistic health. So, we offer integral support and are always at the side of our customers and plan members to help them take control of their health and wellness, both now and in future.

**For more information about Cigna Whole Health, please visit our [Whole Health Hub](#).**

### SOURCES:

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