

<b>BTS Comptabilité et Gestion</b>		<b>SESSION 2021</b>
Langue vivante étrangère : <b>Anglais</b> Epreuve orale obligatoire E12	Durée : 20 minutes de préparation, 20 minutes d'épreuve	Page 1/1

**Sujet n°11**

## **How to harness workers' hidden talents**

Coronavirus has rippled across the world, taking hundreds of thousands of lives and changing many millions more. One striking side-effect is that across many organisations, urgent necessity has become the mother of management invention. The pandemic has ignited new initiatives, refreshed old ones, and compelled managers to

5 reassess an approach still often based on being close to their staff.

Many companies jump-started plans for remote working that they are unlikely to reverse — even if some workers are struggling to do their jobs in cramped or unsuitable apartments.

Others have found the crisis revealed employees' hidden skills and allowed managers

10 to deploy staff more flexibly. Some companies have even scrapped or subverted internal hierarchies, or challenged longstanding norms of corporate culture.

As the landscape changes, particularly for white-collar staff, it is not only the workplace itself that will look different, but potentially the way in which work itself is done, organised and overseen.

15 As companies cautiously reopen offices after lockdown, they are also becoming aware that hybrid teams, part on site, part remote, pose new challenges. Job van der Voort, founder of Remote.com, which he set up to help organisations navigate local rules about remote working, insists that "if you're in the office and others are remote, everybody has to act as though everybody is remote.'

20 Mr van der Voort adds that in a world of "asynchronous working", all documents have to be "public and discoverable". For Humu's Mr Bock, though, most companies are still missing a big opportunity to "fundamentally re-examine what the employer-worker relationship, or the worker-worker relationship is going to be".

The risk, he says, is that "companies haven't considered the second-order effects" of

25 some of the consequences of widespread remote working, including how to integrate the people they hire and how to maintain a corporate culture.

*Adapted from Financial Times, Wednesday, September 2, 2020*