

Covid-19 et télétravail dans l'espace transfrontalier

Le 20 janvier, la Chambre de Commerce du Luxembourg et l'Institut à la Grande Région en étroite collaboration avec la fondation IDEA et la SOLEP ont organisé un webinaire, sur la thématique du télétravail dans l'espace transfrontalier, ayant pour but de débattre sur l'avancée du télétravail grâce à la présence d'experts.

Ce volet du cycle de conférences Quo vadis Grande Région ? visait à mesurer les conséquences du télétravail en matière d'efficacité du travail, de confiance, de management distanciel, de gestion RH, de sécurité, d'équilibre personnel et professionnel, de relations sociales, d'espaces de travail et d'équipements, pour ne citer que quelques exemples.

En guise d'introduction Sabrina Sagramola, Manager des Affaires internationales de la Chambre de Commerce du Luxembourg et membre du conseil d'administration de l'IGR, a souligné l'importance de la mobilisation à mettre en place pour soutenir les entreprises, les conseiller et les informer, raison pour laquelle ce cycle de conférences a été mis en place et



De gauche à droite : Guy KECKHUT, modérateur, Jean-Jacques ROMMES, président du Conseil économique et social, Fabienne DASNOY, Head of Corporate culture & HT social responsibility BGL BNP Paribas, Michèle DETAILLE, présidente de la FEDIL © vimeo

sera renouvelé tout au long de l'année 2021. Par la suite, Jean-Jacques Rommes, président du Conseil économique et social, qui est l'institution consultative per-

manente du Gouvernement luxembourgeois en matière d'orientation économique et social, a présenté le rapport sur le télétravail au Luxembourg. Son intervention a permis de dresser un cadre global du phénomène du télétravail transfrontalier afin de mettre en avant l'importance vitale de cet apport en main d'œuvre pour l'économie luxembourgeoise.

Suite à cette présentation, le modérateur Guy Keckhut, a passé la parole aux intervenants de la table ronde qui ont pu débattre sur la mise en place du télétravail en entreprise depuis la crise de la Covid-19. Ont ainsi partagé leurs expériences Fabienne Dasnoy, Head of Corporate culture & HT social responsibility au sein de la BGL BNP Paribas, Michèle Detaille, présidente de la FEDIL et directrice générale du groupe Alipa, Laetitia Hauret, chercheuse au département Marché du travail au sein du Luxembourg Institute of Socio-Economic Research (LISER) et Didier Junker, secrétaire régional de la Confédération française démocratique du travail (CFDT).

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Three steps to a compelling and action-based recommendation

By Joanna DENTON*

Get clear on what it is that you want to recommend to your boss, and why it is so important. Doing so will help her get clarity, and it will also help her see how your recommendation ties in to the strategy of the firm. Put the recommendation into the context of the overarching situation and resulting problem or opportunity, and then decide what you want the backup to do – to justify and explain the conclusion, to explain how to implement it, or a combination of both? Finally, when you present said backup, do so in a simple and structured way.



DataStory: Explain Data and Inspire Action through Story refers to as "the Big Idea":

The action you recommend be taken PLUS. What is at stake

Here is an example of what such a recommendation could look like:
 «[ACTION] We should introduce a "no meetings on Friday" policy to reduce fatigue among employees relating to endless zoom meetings, and allow them the time to reflect and work on projects undisturbed.
 [THE STAKES] If we don't do that, the constant meeting fatigue will continue to contribute to the rising levels of stress and burnout among employees".

2. Craft a succinct and pithy executive summary to put the recommendation into context

Now that you are clear on what you want to happen, and why it is important, put this into an executive summary that also sets out the context. You may think that the context is obvious to your boss – particularly if she is the one who asked you

for the recommendation in the first place – but setting it out again just gets everyone on the same page of the whys and wherefores.

A great way of drafting your executive summary is as follows:

- Describe the current situation [_____]
- Describe the problem or opportunity that arises as a result of this situation [_____]
- Set out the recommendation that will allow you to overcome the problem, or otherwise take advantage of the opportunity [_____].

For example:

[SITUATION] Since the beginning of the pandemic and working from home, we are seeing a rise in working hours among employees who no longer need to commute. This together with heightened pressure of other related constraints such as home schooling, endless meetings on Zoom, and limited flexibility to date...
 [RESULTING PROBLEM] ... is resulting in increased stress and more cases of work-related burnout among our employees. If this continues without any action on our part, we risk losing members of staff to either illness or resignations.
 [RECOMMENDATION] In order to tackle these issues I would recommend that we start with a firm wide policy of no meetings on Fridays so that employees have a break from endless Zoom meetings and they can have time to work undisturbed; that we provide clearer guidance on priorities and focus on deliverables in the time available to the individual rather than any fixed working hours; and that we designate a number of dedicated contacts for employees to be able to reach out to in complete confidence should they have concerns or want to talk.

3. Back up your recommendation with enough detail

You now know what you want to recommend to your boss and have crafted a succinct way of putting it all into context.

Now you need to back it up in a way that gets your point across and inspires action from your boss. At this stage, the last thing you want to do is vomit every single piece of information on to the table and hope she works out what is relevant and important. You need to select the right information that is needed to get your point across, provide enough detail to allow her to make an informed decision, while at the same time not blinding them with science. So, how do you decide what to put into your presentation or not? Here are some things to consider:

Firstly, decide what you want the backup information to do – is it to justify your recommendation? Is it to set out how to implement it? Or is it a combination of both? Put yourself back into the shoes of your boss, and work out what they will want to see and hear from you on that front, what they will need to know to be able to come up with a decision.

Secondly, structure the back up in as simple a way as possible.

There are many different structures that you might want to use, and one of the most simple structures involves three key points that lead to and back up the recommendation. For each point, make sure to cover (i) what the point is, (ii) why it is important, and (iii) how you would go about doing this/ how you did do this to find the information.

Thirdly, consider how much time you have to present your recommendation.

It seems like a statement of the obvious, but bosses are busy people, it is unlikely you will be given a whole lot of time to present. Another statement of the obvious - a five-minute speech is no reason to take the content of a fifteen-minute speech and talk faster. Remember, you can always leave annexes or additional information

behind you for you boss to go through if she needs additional elements.

As you flesh out this backup and build the different points, I invite you to look back at the potential questions and objections that you identified last time, as well as the critical information requirements (elements that will change the whole situation and that your boss must be completely aware of). Have you covered the critical information? What have you decided about the potential questions and objections – will you cover them off proactively, or will you simply wait till they come up?

So, there you go for three steps to construct your compelling recommendation:

1. Clarify what you want to recommend and why it's important;
2. Craft a succinct and pithy executive summary to put the recommendation into context; and
3. Back up your recommendation with enough detail.

If you walk away with nothing else, let it be this:

You cannot control how your boss will react to your recommendation, but you can control how you present it. Get clear on your recommendation and its context and practice articulating it in a precise and succinct way. Then provide the back up required to answer any questions or objections your boss may have, and ensure that they have all the information needed to make an informed decision.

* Joanna Denton is an executive and public speaking coach, working with stressed out executives to help them get back a bit of headspace and control in their lives before they crash and burn. Prior to that, she spent 16 years working as a tax consultant in Big Four companies in the UK and Luxembourg; she is a former chair of the British Chamber of Commerce for Luxembourg, a two-time TEDx speaker, and author of the book "A Different Truth: Reject the Truths that are killing your career, and Learn to make choices that are better for you"

In last month's edition of this newspaper, I gave you three questions to consider before you make a recommendation to your boss:

- Where does the recommendation fall into the bigger picture?
- What else is important to your boss? and
- What are likely questions or objections to what you have to say?

In this article, I want to take you further and give you three steps to construct your recommendation, specifically:

1. Clarify what you want to recommend and why it's important.
2. Craft a succinct and pithy executive summary to put the recommendation into context.
3. Back up your recommendation with enough detail.

Once again, these elements are also relevant for recommendations you might make to a board, a client, or anyone else.

1. Clarify what you want to recommend and why it's important

If you are not clear about what it is you are recommending, it is difficult to expect your boss to be clear. There are two elements to your recommendation:

First of all, what action do you recommend?

It is likely that you will be recommending that something start, something continue, or something cease to happen. Get crystal clear on this and use strong action words for precision.

Secondly, why should anyone care about doing this?

What is at stake if this does not happen, or if it does happen? How do these stakes tie into the bigger picture of the organisation and/ or the things that are important to your boss?

Bring these two elements together to formulate what Nancy Duarte in her book

Promote Blockchain Education

Two key players in the Luxembourg business environment join forces to advance the competitive standard for Blockchain in Luxembourg.

Sacred Heart University Luxembourg (SHULU) and Infracchain will pioneer a new partnership in Blockchain education in Luxembourg this spring. The agreement will inform the development of SHULU's "Blockchain, Big Data and Cryptocurrencies" course, consisting of 12 evening sessions, which will begin in May.

The university's Blockchain classes will provide Luxembourg's business students with a hands-on introduction to Blockchain, distributed ledger and cryptocurrencies. Infracchain, a non-profit orga-



Fabrice CROISEAUX, chairman Infracchain and Antoine RECH, Head of Campus SHULU © SHULU

nization on Blockchain, will forward toward its goal to develop Blockchain in

Luxembourg by promoting the course with its members and assisting with the

recruitment of industry experts to serve as trainers and speakers in the program, together with the SHULU Professors.

"We are excited to support the development of Blockchain education in Luxembourg through this partnership. We aim to develop this further with our partners within the Luxembourg Blockchain Lab" said Fabrice Croiseaux, chairman of Infracchain.

The aim of the venture is to ensure an international competitive standard for the industry's actors within Luxembourg.

"SHULU is proud to continue developing its partnerships with local stakeholders to develop education and bridging it to the much-needed industries." said Antoine Rech, Head of Campus.