

quick stand-up inside Slack or into a channel inside Slack.

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[Trivago] has been a Slack customer for quite a while and the organisation has built quite a lot of employee engagement materials and bots on top of their Slack instance. One of the things that they've been doing throughout the crisis is to send each employee a few questions on Slack each week to gauge how they're doing – things like understanding how their work contributes to the goals of the organisation, or asking if they're happy with how frequently they're being recognised, or if the level of communication from their manager is high enough, or if they understand what their team is working on. Gathering that data has helped them to understand bright spots or weak spots in the organisation and take steps to address those.

It's not just the bringing of the work on to the platform, but also understanding and focusing on employee wellbeing and team morale and team health as well.

Which other tools will help us work more effectively?

We saw a really big spike in people receiving news through Slack, so plugging into news sources, whether that's things like Twitter or the *Harvard Business Review* – getting information straight into their Slack instances.

More importantly, we're seeing a big increase in usage of collaborative tools, things like Donut, which is a tool for doing stand-ups, or getting to know people, or setting up virtual coffee dates. And I think that kind of structured socialising within the workplace is needed in a distributed way. Otherwise, how do you meet random people? Or how do you spend time with people outside of meetings?

And things such as Loom, which is asynchronous video messaging, which we've seen quite a lot of usage of.

One of the challenges of being a remote workforce, and having to switch so suddenly to it, is that it requires a whole bunch of skills for leaders and managers. Not all companies had that kind of training ready to go. So services like Hone, which is leadership and career development training focused on remote teams – apps like that we've seen really big usage in. **Alex Lee**

Non-linear careers

The nature of our careers has changed. We can now expect to have as many as four different types of career in our working lives, and retirement is becoming less relevant as people choose to (and in many cases will need to) work for longer. The complexity of the working world means that the jobs of today are an unhelpful predictor of the employment opportunities that will be available in the future. Careers are now characterised by change, flux and ambiguity. Everyone's career is "squiggly" rather than straightforward: the idea of a linear career "ladder" is long gone. We need to reframe how we approach our working lives, unlearning the assumptions about progress, success and development that we're used to and relearning new ways of thinking and behaving. Helen Tupper & Sarah Ellis host the Squiggly Careers podcast

From plans to possibilities

A career plan was once a smart way to progress – but they're only useful if jobs and organisational structures remain stable over time. Instead, embrace that there is more than one way to achieve the things that matter to you. It's not about jumping around jobs in a haphazard fashion, but considering each possibility through the lens of "What will I learn?" versus "What will I earn?" Herminia Ibarra of the London Business School says it's moving from anchoring your identity from only one future to becoming comfortable with a number of future selves. In a piece for *Harvard Business Review*, she writes that "Learning, not performance is the outcome."

From weaknesses to strengths

In the context of multiple jobs and careers, your individual strengths can become the thread that creates career continuity. Reputations are built on doing a few things brilliantly and consistently, and, as business writer Seth Godin reminds us in a post on his blog, "Your reputation has as much impact on your life as what you actually do." Your super strengths are the things you are known and recommended for. They don't happen by accident. Effort and energy are required to choose the strengths you are going to over-invest in, and you need to know when and how to use your strengths in a way that is relevant to your current situation. If your super strength is developing people, that will look and feel very different leading a team of 50 in a FTSE

From know-it-all to learn-it-all

Carol Dweck's work on growth mindsets suggests that when we believe in our ability to continually improve, we achieve more. The emphasis is now on each of us to curate our own curriculum for learning and to learn in a way that works for us. In a world of podcasts, videos and Instagram Stories, the places where we go to learn has extended far beyond the classroom. How we learn is also more flexible with live and on-demand learning mixing in a way that reflects media consumption in other aspects of life. You can watch research professor and author Brené Brown talking about vulnerability on Netflix or use an app like Headspace to focus on mindfulness. The one thing we can definitely predict about squiggly careers is that learning is now the job.

