

FaceTime vs Face-to-face Time

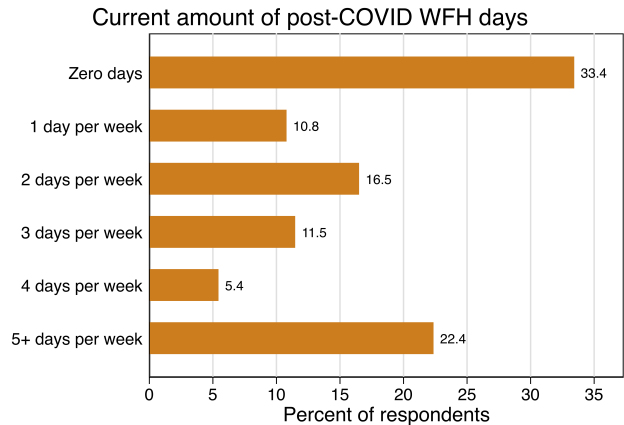
Implications for People Management

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¹The views expressed do not necessarily represent the New York Federal Reserve Bank or the Federal Reserve System.

Remote Work is Here to Stay



Sample: Full-time wage and salary employees who are able to WFH. N = 9879

Barrero, Jose Maria, Nicholas Bloom, and Steven J. Davis, 2021. "Why Working From Home Will Stick, NBER WP 28731.

Implications for People Management

How does remote work for:

- Productivity
- Learning
- Diversity
- Workforce Sustainability

+ **How can we turn these impacts positive?**

Productivity Impacts

► **Conflicting evidence**

↑ **Travel Agents**
(Bloom et al 2015)

↓ **Customer Service**
(Emanuel & Harrington 2021)

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Voluntary

Dedicated work space w/ door

Performance Pay

↓ **Customer Service**

(Emanuel & Harrington 2021)

Involuntary

Base-rate + Bonus

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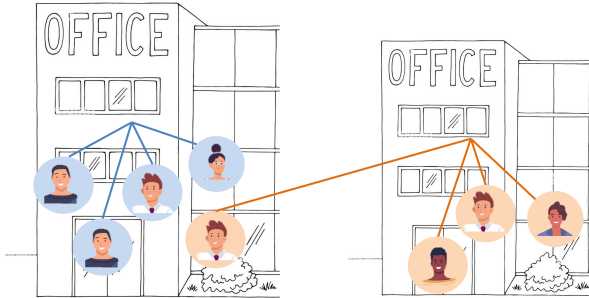
► **Implications:**

- Measurable Output
- Aligned Incentives
- Opt-in
- Work Space

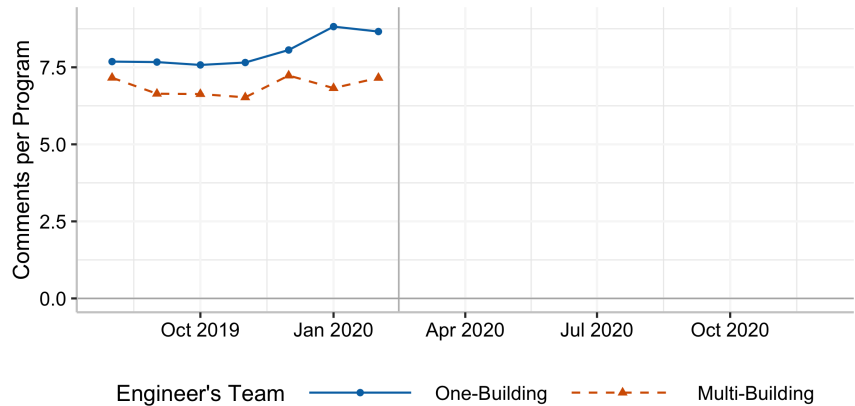
Employee Learning

Fortune 500 Software Engineers (Emanuel, Harrington & Pallais, 2023)

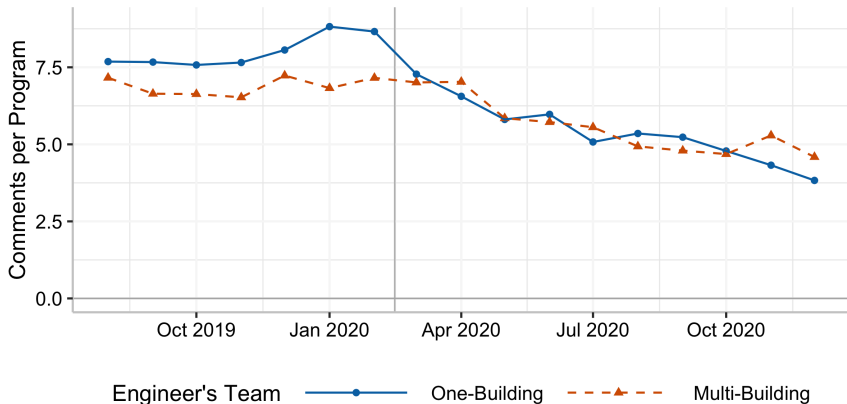
- Comments on their software programs



Employee Feedback



Employee Feedback



► Proximity acts as a multiplier: ↑ in-person & ↑ digital

Employee Feedback

- We can't isolate the effects of remote work
 - Adding a new remote teammate ↓ contact among nearby coworkers

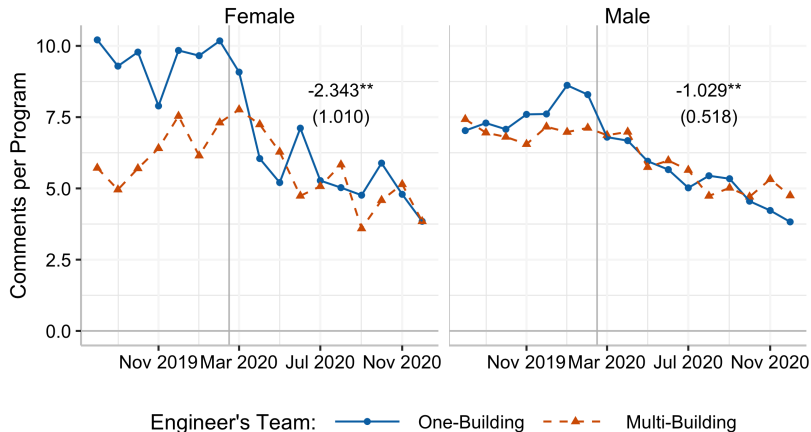
Employee Feedback

- We can't isolate the effects of remote work
 - Adding a new remote teammate ↓ contact among nearby coworkers
- Small frictions to face-to-face contact can have out-sized effects
 - 1 mile vs 1000 miles between teammates looks identical

► Implications:

- Coordination in WFH policy & days matters
- If *fully* remote, embrace work-from-anywhere

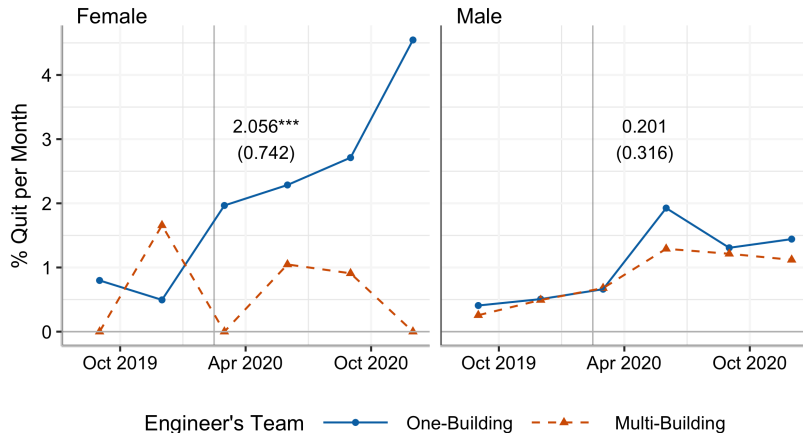
Diversity



Coming from both male and female commenters

Workforce Sustainability

- Those used to in-person contact left the firm when deprived of it



Workforce Sustainability

- ▶ Those used to in-person contact left the firm when deprived of it
- ▶ Junior workers' ability to gain on-the-job knowledge is severely compromised
- ▶ **Implications:**
 - Early and often: Encourage junior workers and mentors to interact
 - Formalize upskilling and on-the-job learning
 - Incentivize peers' and seniors' mentorship

Research Collaborations

- Joining multiple Fortune 500 firms
- Analysis based on Your Data
- Free!

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