

Recap of day 3 within small group discussion

- Participants were asked to discuss:
 - Reflections on the day's presentations
 - Sharing experiences from the COVID-19 lock down: lessons learned, fantastic failures, etc.
 - How to manage customers' expectations post COVID19?

Main outputs

- Different NSOs had different ways of attacking the situation, depending on how 'digital' they were before the COVID crisis.
- Some NSOs had to overcome a generational gap to transform to full digital technologies – some employees are not familiar with technologies and connecting platforms
- We will need to evolve teleworking policies; some staff want to stay remote, work hybrid, etc.
- Challenge for new hires who may be stuck in other countries or locations and cannot easily come to the office when the time comes.

Main outputs

- Creating an internal communication strategy and plan is very important, particularly ensuring coherent messages from HR, communications and IT departments.
- Staff expectations should be taken into consideration with the same attention paid to the external ones.
- We are facing a less formal interaction that could help to virtually reduce the distances.
- Relaxing situation were organized; for example, every Friday evening colleagues met on webmeeting just for a drink together and reduce the stress.