

FURLOUGH **FEAR**

U N D E R S T A N D I N G
the experience of
F U R L O U G H E D S T A F F

This report is for

LEADERS

- Helping you to understand the concerns of furloughed employees
- Offering you a framework to help you choose where you can assist and put helpful things in place

FURLOUGHED EMPLOYEES

- Helping you see how your concerns are shared with fellow furloughed workers
- Offering you a framework to help you choose how you self-manage through your concerns

OVERALL GOAL

To help businesses and furloughed employees cope with the furlough period and return to a 'new normal' in the best shape possible, thereby increasing the ability of businesses and society to 'rebound' in a sustainable manner.

FURLOUGH

FEAR

Brought you by:

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Janine Woodcock, founder of Zingg, is an internationally experienced executive coach, business mentor, non-executive director, published author and speaker. She works with leaders worldwide, helping them enhance their capabilities to lead for business growth, agility and wellbeing and to identify their path for sustainable success.

Janine is a Fellow of the Institute of Leadership and Management, a business mentor for The Princes Trust and a panel member for the business incubator, SETsquared Partnership. She has worked with a vast number of organisations including Facebook, EDF Energy, Astra Zeneca and The Red Cross. She has been featured in [Forbes](#) and has written feature articles for [Virgin Startup](#), [Elite Business](#) and [Ambition Magazine](#).

FURLOUGH

FEAR

CURRENT CONTEXT

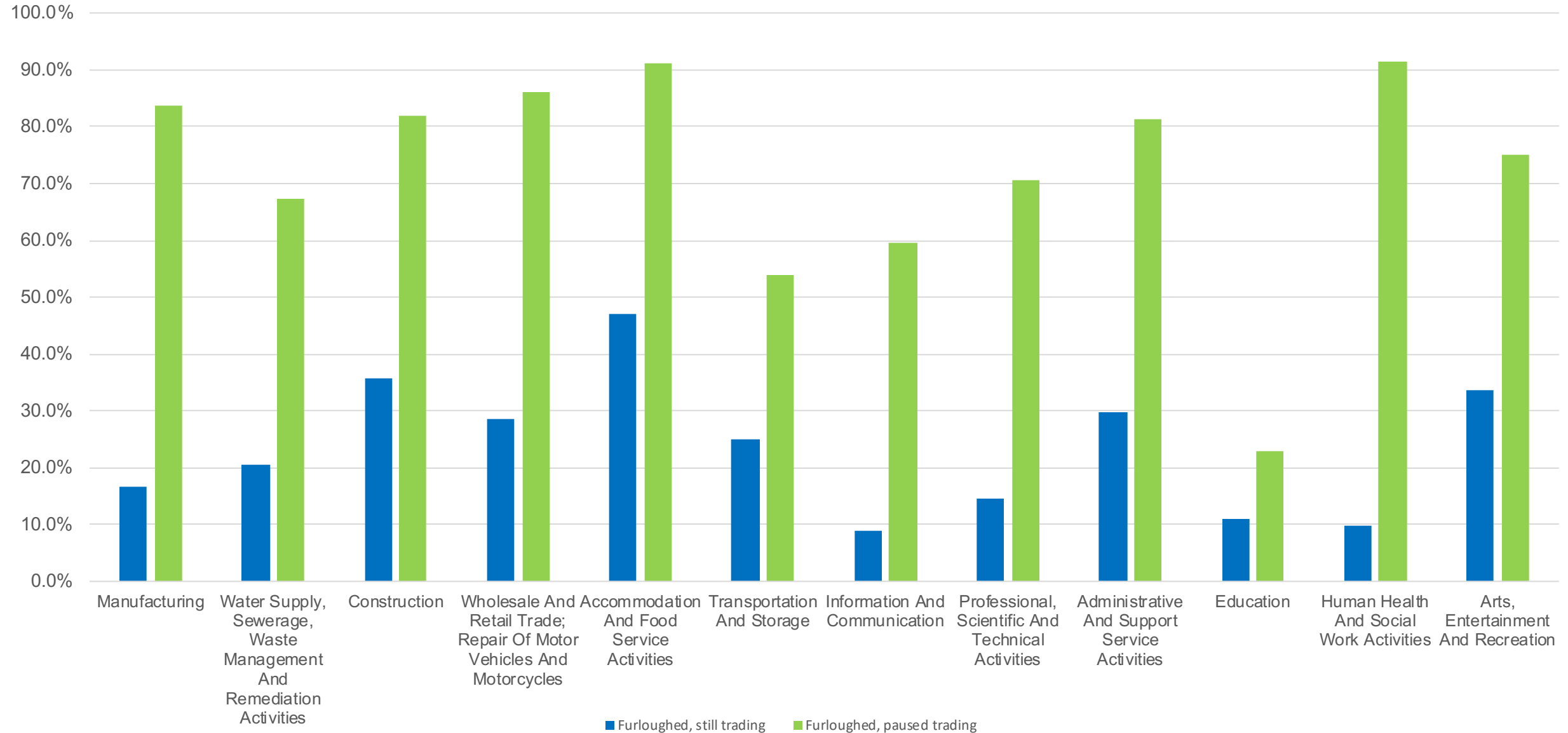
For industries that have **paused or ceased trading**
81.8% of workforce on furlough*

For industries that **continue to trade**
21.6% of workforce on furlough*

- The ONS run a regular Business Impact of Coronavirus (COVID-19) Survey (BICS). That survey reports on a number of metrics, including the percentage of staff being furloughed, split by industry type.
- The ONS also looks at combined personal and economic well-being indicators (last release 4th May). This report allows respondents to state how their wellbeing is being affected by the covid19 situation and what their greatest worries are.
- However, there isn't a specific look at the impact of being furloughed.
- The Furlough Fear survey takes the industry types in the ONC BICS survey and asks people about their furlough fears.

Percentage of workforce furloughed, split by

- industry type
- trading vs paused/ceased trading



FURLOUGH

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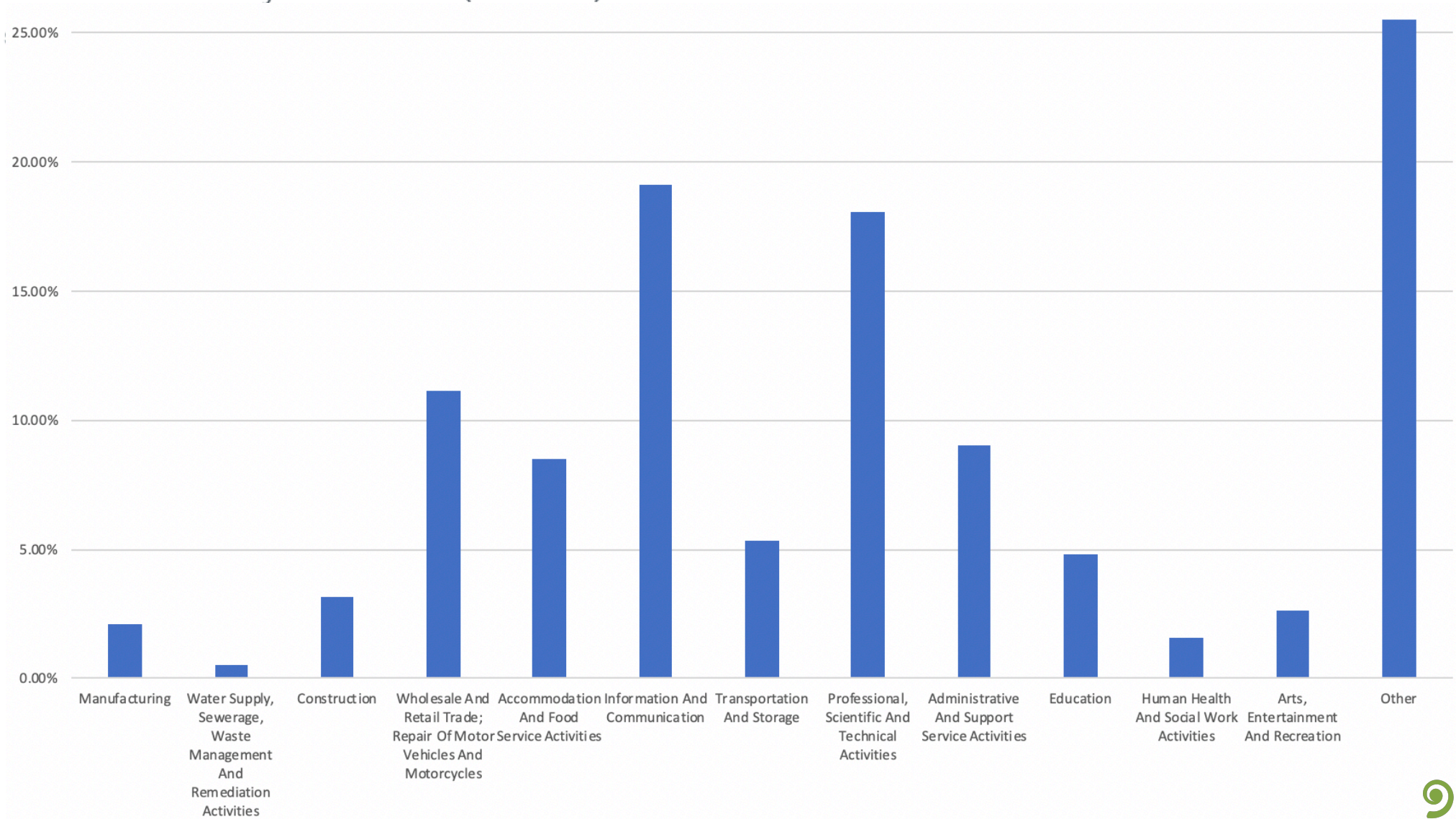
FEAR

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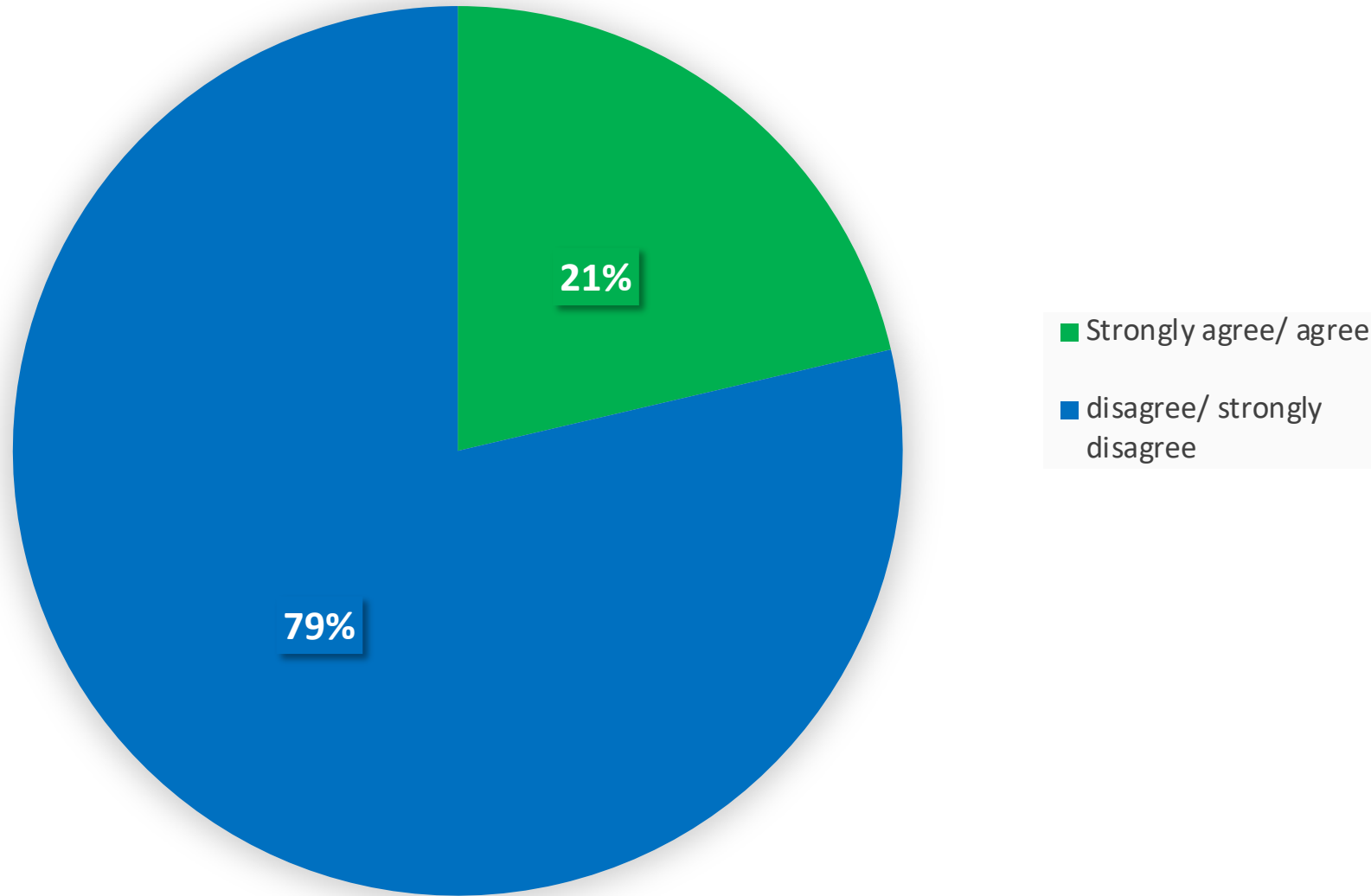
**SUMMARY
SURVEY
RESULTS**

Which business sector do you work in? (tick one)

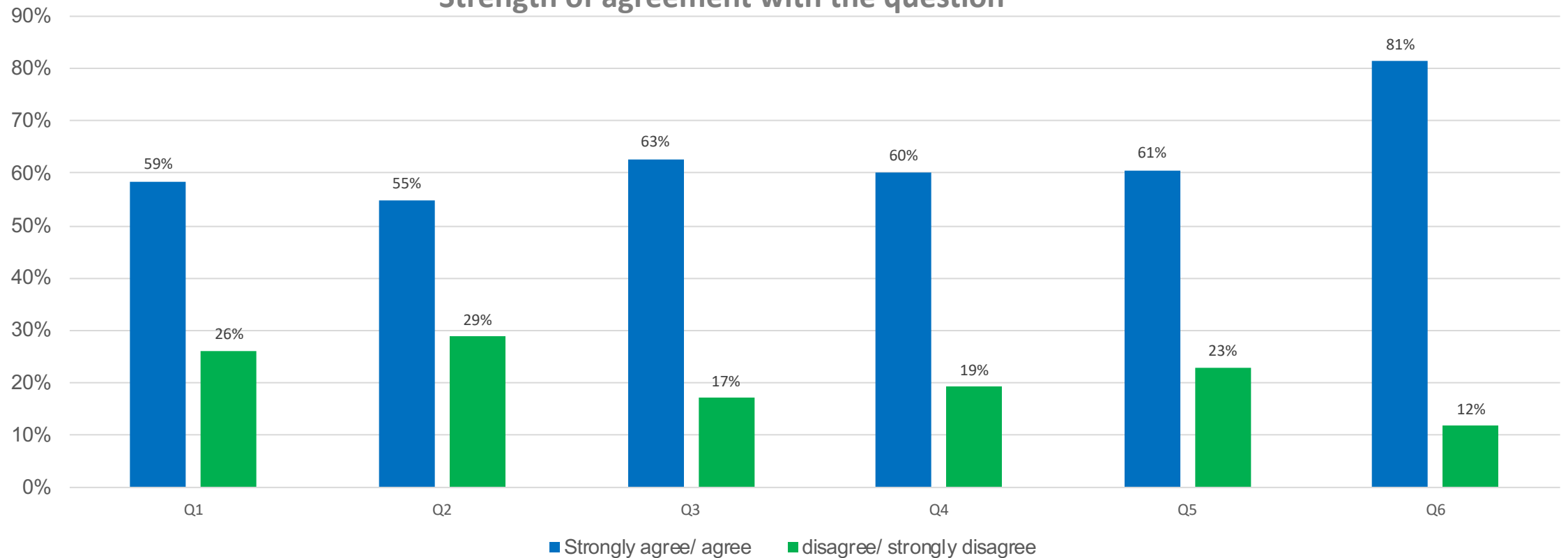
Answered: 188



Now I am furloughed, I feel OK and have no concerns



Strength of agreement with the question

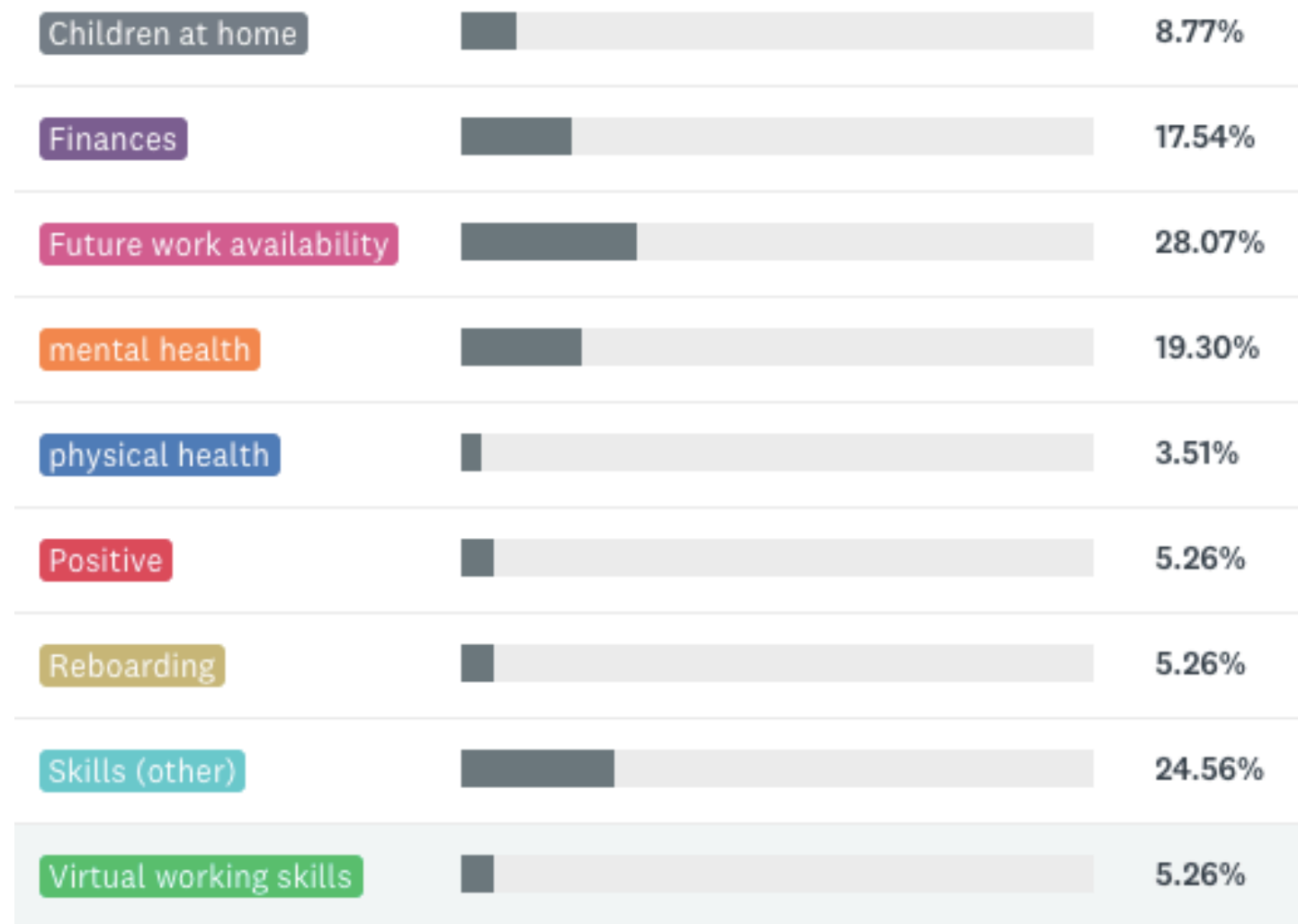


- | | |
|----|--|
| Q1 | Now I am furloughed, I am concerned about loss of routine |
| Q2 | Now I am furloughed, I am concerned about loss of purpose |
| Q3 | Now I am furloughed, I am concerned about losing the connection with my company |
| Q4 | Now I am furloughed, I am concerned about the loss of connection with my team and colleagues |
| Q5 | Now I am furloughed, I am concerned about finances during the furlough period |
| Q6 | Now I am furloughed, I am fearful about future redundancy |

Any other fears or concerns you would like to tell us about?

Comments tagged as follows

(comments can have more than one tag):



Any other fears or concerns you would like to tell us about?

Children at home

We have two small kids who need regular help and learning support, but I feel it is all on me, because I suddenly have more time... At the same time I am trying to dedicate that time to my professional development and am concerned that I am losing the balance between family and professional life.

I feel my purpose has changed due to childcare requirements and I'm worried about how I will regain my original, professional purpose.

mental health

I feel that I have lost confidence in my abilities.

Feeling of being undervalued in comparison to others in my team.

Pressure to make the most of the time. Don't want to look back afterwards and feel that I should have spent the time doing other things instead of trying to self study/ build projects.

Positive

As long as my job comes back, I am grateful for the time to learn things I would never normally have the time to learn. The time has been a bonus and the 80% element doesn't worry me at all - as long as my job comes back.

I really do not fear furlough, I've embraced it to focus on all the things I didn't make time for before. I'm really looking forward to refining my python skills.

Finances Future work availability

I was already told that I am going to be made redundant at the end of the furlough period.

Biggest concern is no income for long time due to economic condition. Not sure when will I get my next contract. Not sure how I will pay my bills.

Virtual working skills

Concerned about going back & having lost skills on virtual working that colleagues will have developed during this time.

Losing touch with the actual work I do, remembering technical aspects and getting back up to speed (much like taking maternity leave).

Skills (other)

What is the resulting job market is going to look like and how we should adapt.

The skills impact is an area of concern, what training should those on Furlough embark on...

physical health

Getting fat.

Weight gain.

FURLOUGH

FEAR

to

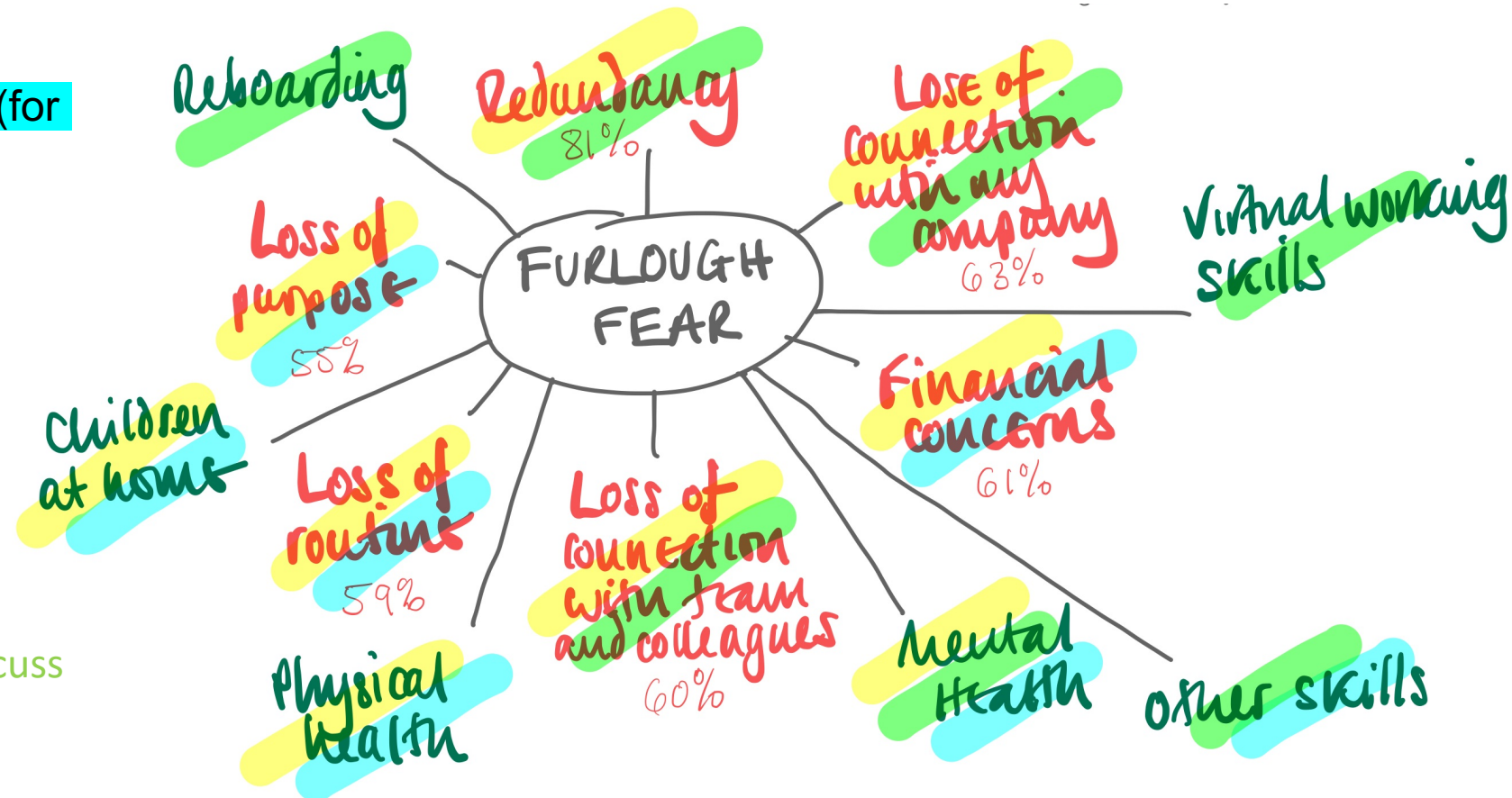
FURLOUGH
FUNCTIONING

A FRAMEWORK FOR LEADERS

LEADERSHIP BEHAVIOURS

- Recognise/ empathise
- Act/ communicate
- Provide references (for staff to self-help)

FEARS IN SURVEY
ADDITIONAL FEARS EMERGING IN SURVEY COMMENTS



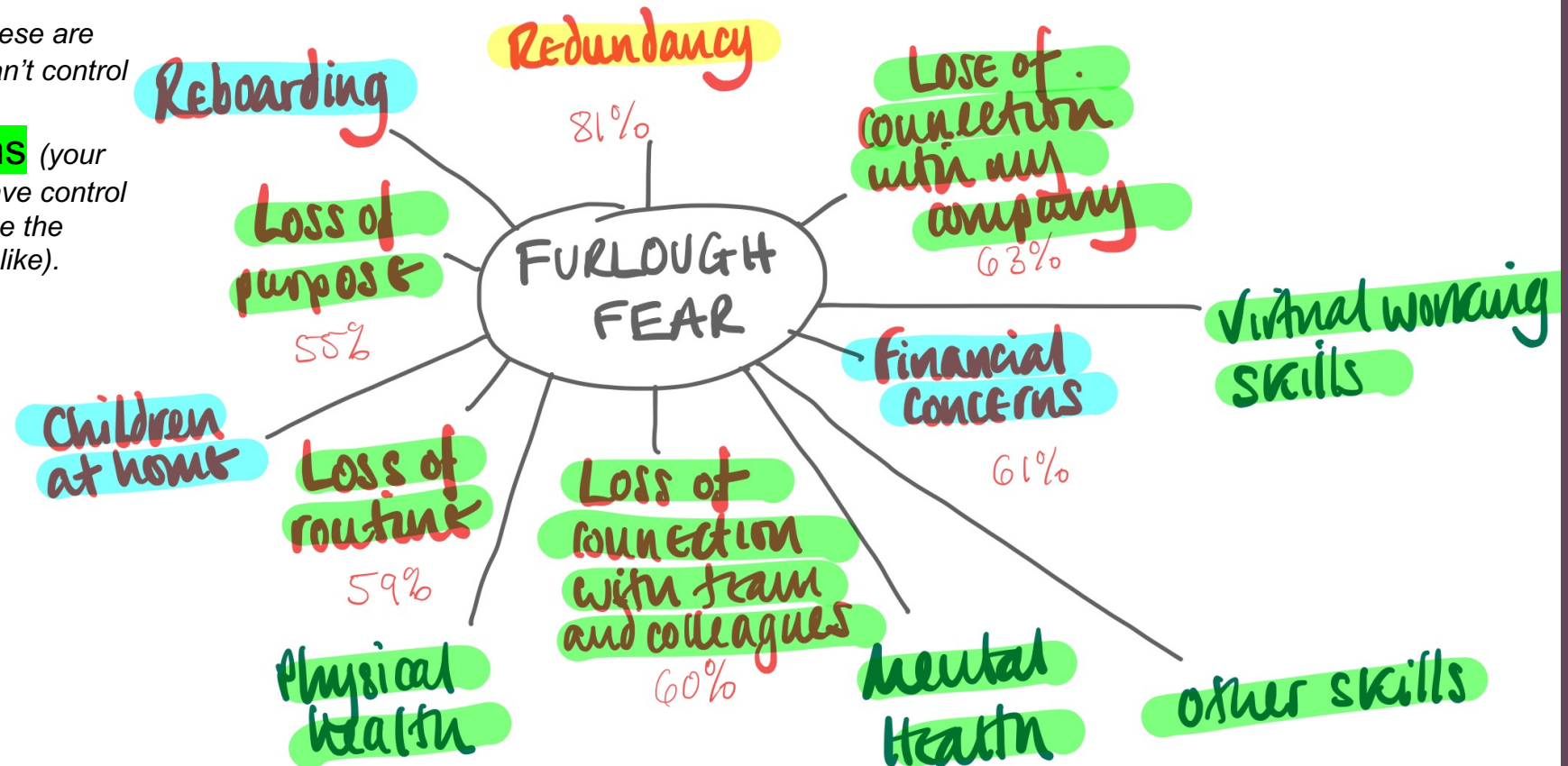
Get in touch to discuss tactics behind the behaviours

A FRAMEWORK FOR FURLOUGHED EMPLOYEES

PERSONAL BEHAVIOURS

- **Reduce focus** (these things outside your control).
- **Choose actions to take** (these are you can influence, even though you can't control the outcome).
- **Focus on your own actions** (your own actions are the only things you have control over. Choose those that will help create the current and future situation you would like).

FEARS IN SURVEY
ADDITIONAL FEARS EMERGING IN SURVEY COMMENTS



See YouTube for
approaches to
help

FURLOUGH

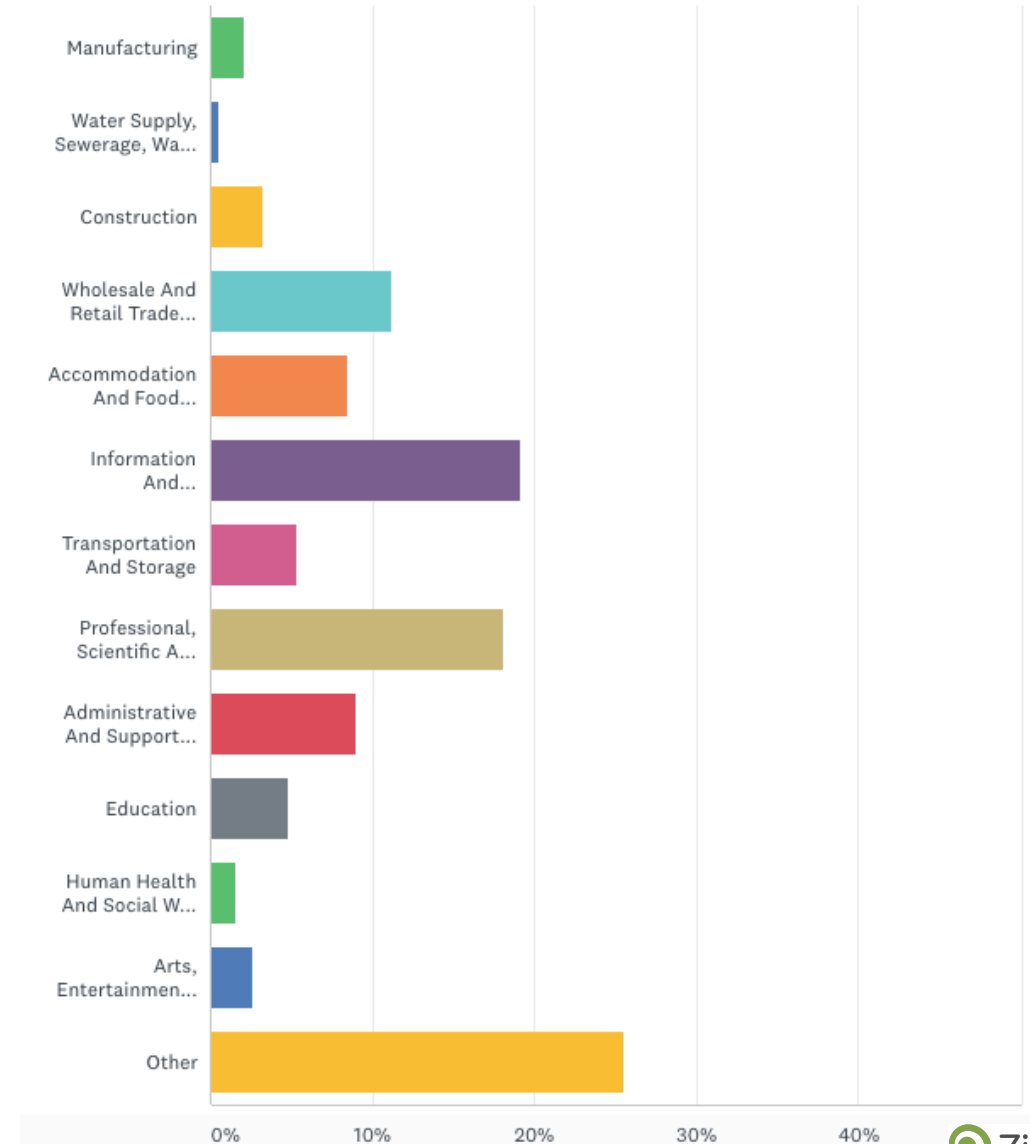
FEAR

A CLOSER LOOK

Survey period: 23rd April – 11th May 2020

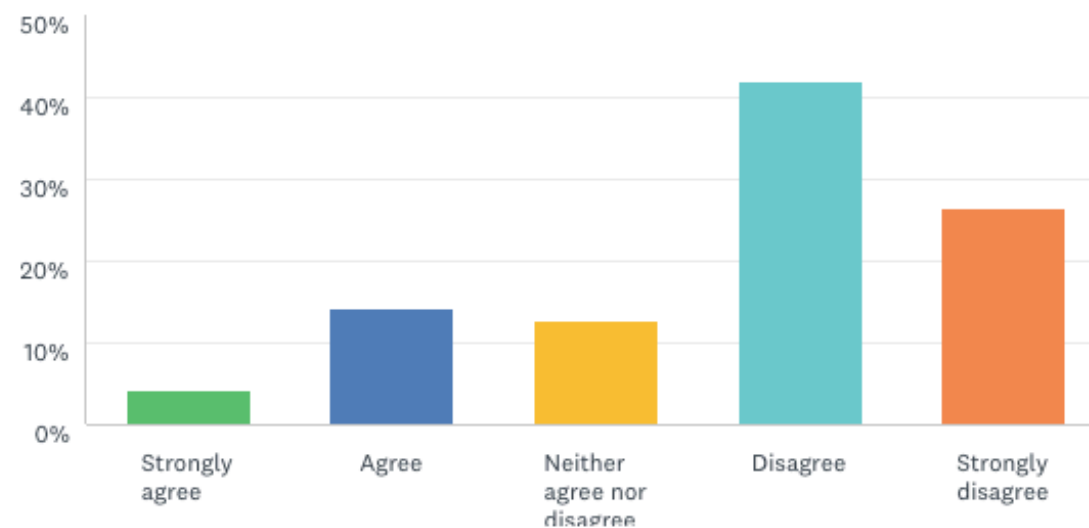
Which business sector do you work in? (tick one)

Answered: 188 Skipped: 0



Now I am furloughed, I feel OK and have no concerns

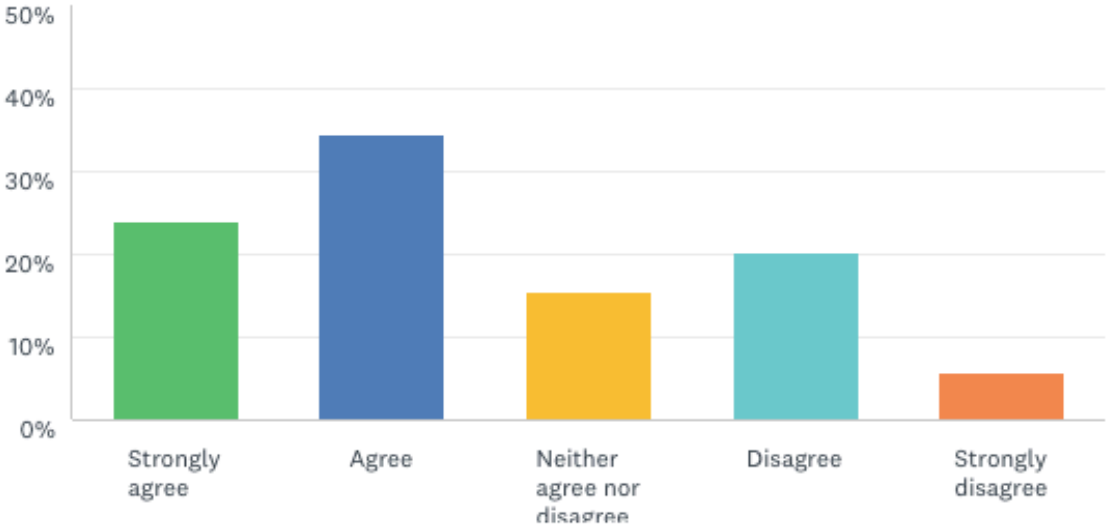
Answered: 188 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	4.26%	8
Agree	14.36%	27
Neither agree nor disagree	12.77%	24
Disagree	42.02%	79
Strongly disagree	26.60%	50
TOTAL		188

Now I am furloughed, I am concerned about loss of routine

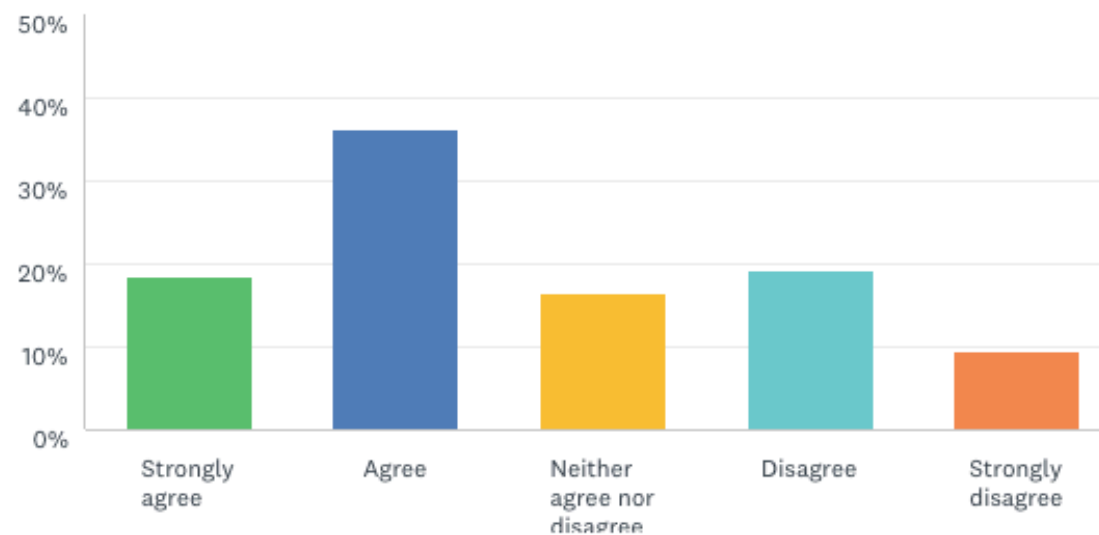
Answered: 188 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	23.94%	45
Agree	34.57%	65
Neither agree nor disagree	15.43%	29
Disagree	20.21%	38
Strongly disagree	5.85%	11
TOTAL	188	

Now I am furloughed, I am concerned about loss of purpose

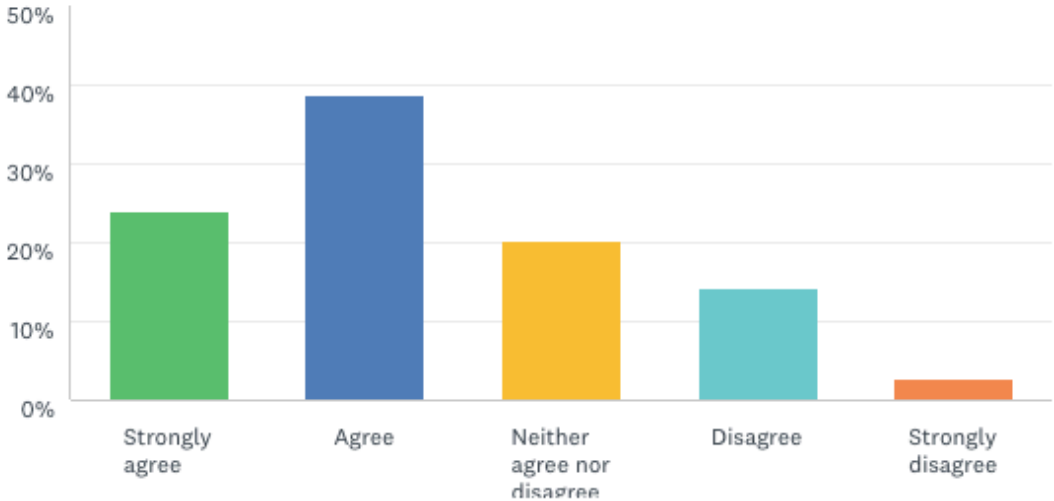
Answered: 188 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	18.62%	35
Agree	36.17%	68
Neither agree nor disagree	16.49%	31
Disagree	19.15%	36
Strongly disagree	9.57%	18
TOTAL		188

Now I am furloughed, I am concerned about losing the connection with my company

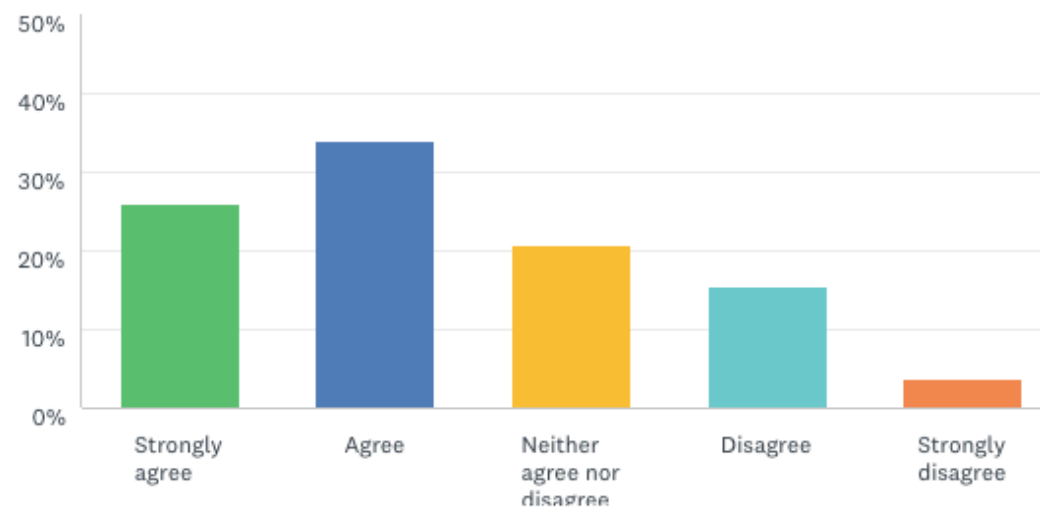
Answered: 188 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	23.94%	45
Agree	38.83%	73
Neither agree nor disagree	20.21%	38
Disagree	14.36%	27
Strongly disagree	2.66%	5
TOTAL		188

Now I am furloughed, I am concerned about the loss of connection with my team and colleagues

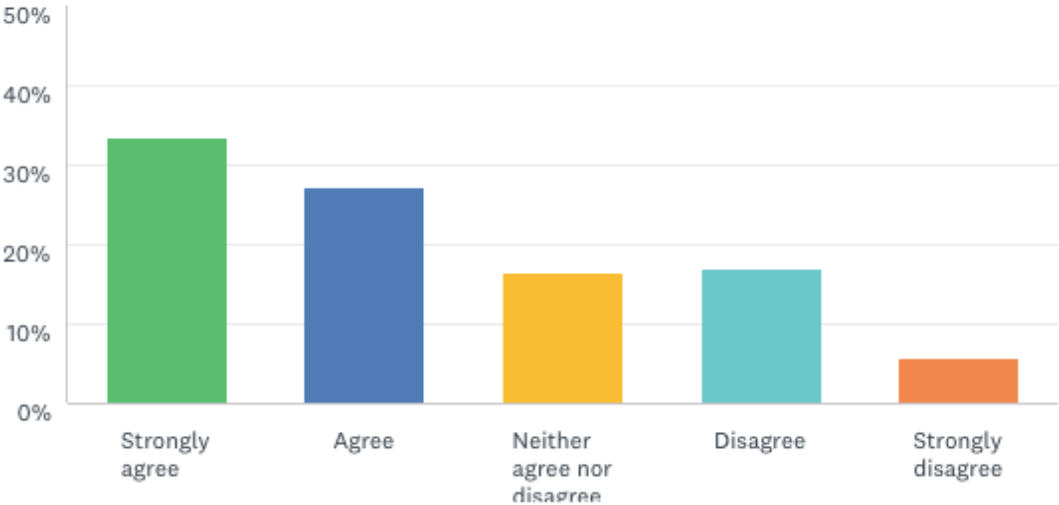
Answered: 188 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	26.06%	49
Agree	34.04%	64
Neither agree nor disagree	20.74%	39
Disagree	15.43%	29
Strongly disagree	3.72%	7
TOTAL		188

Now I am furloughed, I am concerned about finances during the furlough period

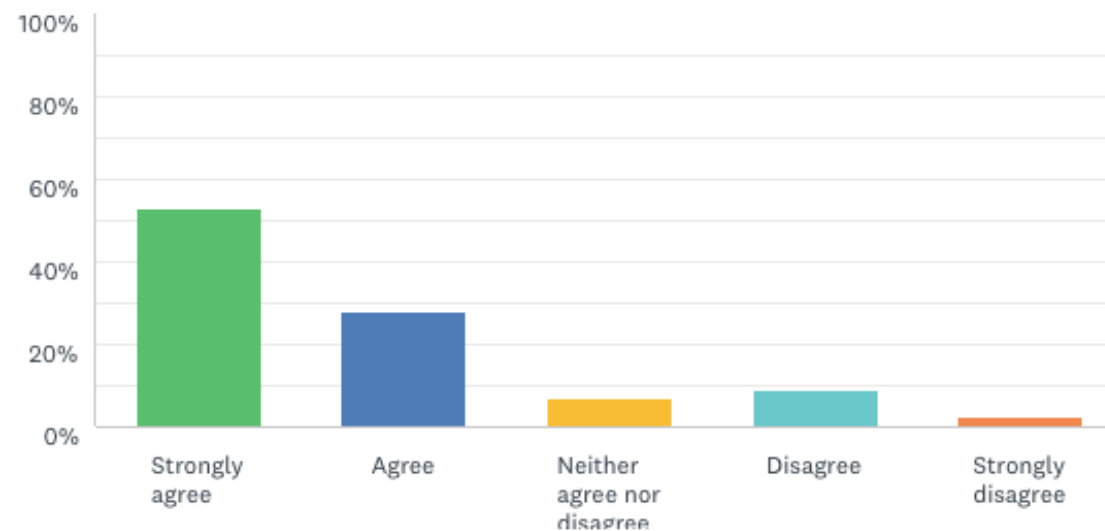
Answered: 188 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	33.51%	63
Agree	27.13%	51
Neither agree nor disagree	16.49%	31
Disagree	17.02%	32
Strongly disagree	5.85%	11
TOTAL		188

Now I am furloughed, I am fearful about future redundancy

Answered: 188 Skipped: 0

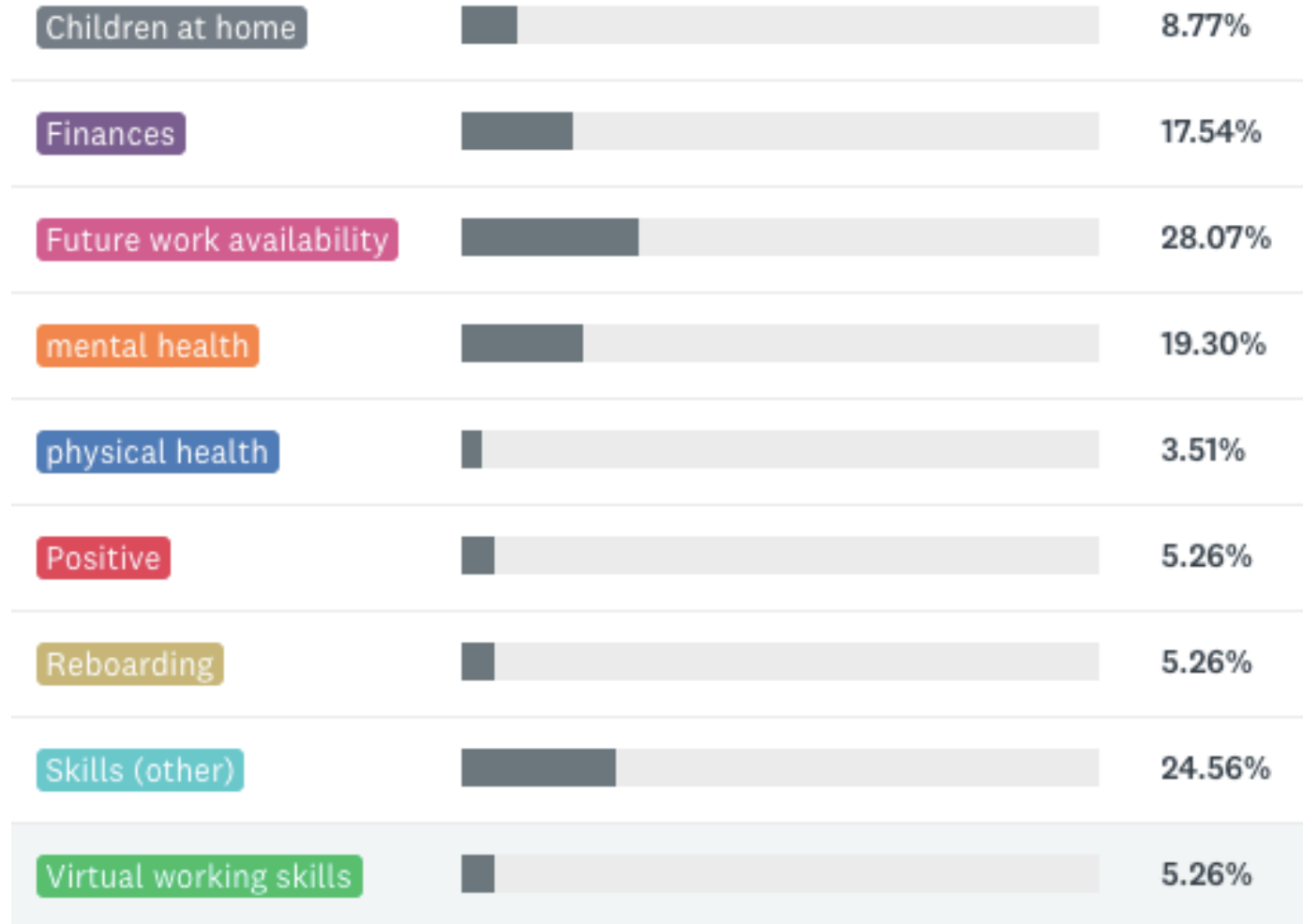


ANSWER CHOICES	RESPONSES	
Strongly agree	53.19%	100
Agree	28.19%	53
Neither agree nor disagree	6.91%	13
Disagree	9.04%	17
Strongly disagree	2.66%	5
TOTAL		188

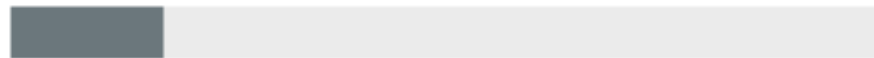
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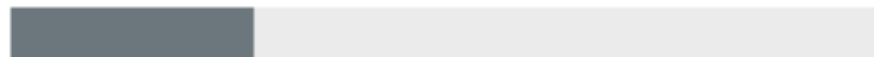


Finances



17.54%

Future work availability



28.07%

Reduction in job opportunities and increase in costs of health services.

Biggest concern is no income for long time due to economic condition. Not sure when will I get my next contract. Not sure how I will pay my bills.

Do not get enough money to pay the bills.

Reduction in job opportunities and increase in costs of health services.

As a small company director it's unclear what we can do on furlough and concerns very different as one of the forgotten groups of workers.

I was already told that I am going to be made redundant at the end of the furlough period.

I am furlough and my trial period has been put on hold until I am back to work. What if I am then told I have been made redundant and I have 2 weeks left only? While others have at least 45 days. I haven't done anything wrong and still will be the first out.

Working for a catering supplies company, my return to work is dependent on what happens in the pubs/restaurant areas. If lock down is partially lifted, but pubs/restaurants have to remain closed, my company will not be able to take me off furlough, assuming that furlough is still an option, if it's not I'll be made redundant. Even when pubs/restaurants can fully reopen, and they may not all reopen, it will take time for that to filter through to the company I work for so I may still end up redundant.

Having a temp contract worries me as my contract runs out in June and there is no dialogue on what will happen post-June.

Uncertainty with regards to finance, progress in the company.

all my work experience has been in retail, travel & hospitality - sectors that are the most severely impacted so my medium-term career prospects have suddenly worsened. I may need to change industry.

I have now been made redundant.

Skills (other)



24.56%

What is the resulting job market is going to look like and how we should adapt.

All my work experience has been in retail, travel & hospitality - sectors that are the most severely impacted so my medium-term career prospects have suddenly worsened. I may need to change industry.

Stagnation of career. Not being valuable to employers as a research analyst as clearly my job can be cut very easily. Looking at future job shifts where I am more business critical.

Losing the grip on all the good work done so far - looking at prospects of redoing a lot of groundwork with regards to internal team brand awareness, etc.

The skills impact is an area of concern, what training should those on Furlough embark on...there are courses available for practitioners but not many for senior execs. Should we be using this time to support other organisations with our experience and knowledge as a non exec?

Concerned that I am losing the balance between family and professional life.



Where only a portion of people have been chosen for furlough I feel de-valued despite rationalising its purpose, and has impacted on my self-esteem.

Not knowing how long this will last.

Depression Isolation Loss of purpose of life.

I feel that I have lost confidence in my abilities.

Feeling of being undervalued in comparison to others in my team.

I fear I might not use this time as productively as I could have. You always think when you're working whether you had enough time to do something extra to earn money on the side. But now that I am furloughed and have time plus an income, I feel pressured to use this time very productively and do that side business or blog or fitness regime etc.

A big stress for me is the feeling that I'm not doing enough with my time. Some furloughed colleagues seem to be spending all their time on training, learning a massive amount of new skills. I'm doing some, but am also taking time to 'nourish' myself as you described.

Pressure to make the most of the time. Don't want to look back afterwards and feel that I should have spent the time doing other things instead of trying to self study/ build projects.

Reboarding



5.26%

Virtual working skills



5.26%

I'm worried that I will still be able to keep up with new ways of working that I think will be inevitable when we return.

Concerned about going back & having lost skills on virtual working that colleagues will have developed during this time.

The overwhelming shift to on-line connectivity rather than face to face; including not knowing who else is in on the conversations (in some cases).

Will I struggle to readjust to the routine of work when I return?

Losing touch with the actual work I do, remembering technical aspects and getting back up to speed (much like taking maternity leave).

Children at home



8.77%

I'm concerned my company might prematurely take me off furlough, while I still need to home school my child.

Rather than a specific loss of purpose, I feel my purpose has changed due to childcare requirements and I'm worried about how I will regain my original, professional purpose.

That if schools reopen part-time, I'll be able to return to work but in reduced hours and pay (to work around part-time school).

Now that I am furloughed, I am concerned about splitting responsibility between my husband, who is still working, and myself. We have two small kids who need regular help and learning support, but I feel it is all on me, because I suddenly have more time... At the same time I am trying to dedicate that time to my professional development and am concerned that I am losing the balance between family and professional life.

I feel being furloughed and having children at home is slightly easier as I will have plenty to fill my time with home schooling 2 children but I am conscious that team members who live alone may struggle more / have more concerns.

Positive



5.26%

As long as my job comes back, I am grateful for the time to learn things I would never normally have the time to learn. The time has been a bonus and the 80% element doesn't worry me at all - as long as my job comes back.

I really do not fear furlough, I've embraced it to focus on all the things I didn't make time for before. I'm really looking forward to refining my python skills.

I'm a contractor who ended my contract early as I didn't like the organisation. No other fears.

physical health



3.51%

Getting fat.

Weight gain.

FURLOUGH

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