How Academicians Journey Mapping Can Bolster Their Transition From Pre -COVID –Post COVID?

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Abstract

Background: The Educational sector transformation is shifted into top gear due to COVID-19 Pandemic and, for academician to make this transition smooth during the transformative phase of COVID-19; Resilience is the only sustainable strategy. During this transformative phase of COVID 19, imposed transition, is taking a toll on academicians' mental health and physical health, with many unable to find respite, even in the comfort of their own homes. The pandemic has triggered stressors in careers, personal finances, family & Social life, which eventually stretched work-life balance/ integration – one which involves high levels of remote working [3]. In addition, the role conflicts can sway the attainment of work-life balance/Integration. The forced change of exploiting Information –communication technology in education by using online modalities and 24*7 'Always On' culture becomes the culprit by aggravate the problem and can inhibit academicians' satisfaction and work-life balance/Integration [2].

Aim: This paper aims to sketch Academicians Journey Map to zoom in the Academician's experience by un-wrapping emotional moments throughout transition. This personalized journey map emerges insights to relieve academician's pain points, ease disruption and, ultimately, help them achieving work -life integration. To discover how to use Academician Journey Mapping to understand academician behaviors, mindsets and emotional drives across transition phase from Pre-COVID-19 to Post-COVID-19.

Method: A design thinking approach, by using design thinking process and tools. In addition to an integrated review of the literature on work life balance/ integration.

Conclusion: Academicians Journey Map is an effective tool, which can bolster their smooth transition and assist them in achieving a new normal, i. e work life integration as it reveals pain points which can be turn as a tipping point for embracing change, Post-COVID 19, with 5Cs of culture creation - Communication, Coherence, Consistency, Commitment and Creativity – for both organizational as well as personal wellness. [9]

Keywords: *Academicians Journey Map, Work- Life Integration, Design Thinking, Touch points and Tipping points, Transition Journey*

I. INTRODUCTION

Transformation in the New Normal –Life, after outbreak of COVID -19 Pandemic is no doubt a jolting experience for everyone around the globe. [15] 'Every cloud has silver lining "Saying, gives hope of bounce back to new normal. Of course, endeavor to adopt synchronize strategy is on call. Educational sector is not untouched with this impact Being Academician, researcher yearning to divulge the way to make Academicians' transition bolster from Pre –COVID- 19 to Post –COVID-19 and tried to fix-up work –life balance/ integration .To study the pertinent research problem, the researcher adopted

design thinking approach and deployed Journey Map ,as the problem is human centered. Journey Map helps to visualize the every interaction and contact between the process and the persona. When start to examine the persona journey, a good place to start is the various touch points of the persona has with the process (Roberts, 2018).

In the research conducted by CXPA organization, it was found that most common positive impact attributed to customer journey mapping by their respondents is an increase in customer satisfaction – reported by nearly three-quarters of practitioners. Other benefits that are

commonly cited include an increase in Net Promoter Score (NPS), a fall in customer complaints and a reduction in customer churn, all reported by around a half of practitioners.[19]

The major part of Journey mapping is process building which is also time consuming, as the template of the journey map may vary as per actor, the journey and the touch-points of the journey. Hence, the mapping process required rigours research and meticulous understanding of the persona, as per business, service/product, and domain for mapping the journey. The research must define the appropriate behavioral stages of the persona according to persona perspectives and capture the persona's considerations while designing the journey map, which must be more specific to the journey of the persona.

It's been long time the researchers, management practitioners, and professionals trying to define the work-life integration, as "Work-life integration is the great way to give equal time and attention to all areas of your life without having to sacrifice one for another" (Rolfe, 2020). Whereas the "work-life balance is the separation of your professional and personal life, the work-life integration is the connect between work and life" (Fannin, 2020), thus, the Work-life is the very symbiotic relations of work and life, where the Work-life balance demands the de-separation of professional and personal life which might be exhaustive, and stressful while managing the time [16], whereas, work-life integration concentrates on integrating the different conducts of one's life to draw a complete picture. In this New-Normal, work –life integration is the synonym of work-life effectiveness and fumes the myth of Work –life balance. [11]

RESEARCH PURPOSE

The purpose of this paper is to explore how Academician journey mapping can bolster the transition of Academician with respect to work-life integration, from Pre- COVID 19 – Post COVID 19.

THE RESEARCH QUESTION IS:

• *How can the Academician journey mapping process be adapted for achieving work-life integration during transition phase from Pre- COVID to Post -COVID?*

OBJECTIVES

1. To Sketch academician journey map to un-wrap emotional moments throughout transition Pre-COVID to Post-COVID

2. To examine academician journey map can bolster their transition with respect to work-life integration

3. To identify the touch-points throughout transition

4. To prescribe tipping-points in achieving work-life integration in new-normal.

RESEARCH METHODOLOGY

Research Framework: Design thinking is a human-centered practice to innovation that integrates the needs of people, the possibilities of technology, and the requirements for business success. This approach abducts the blends an end user focus with multi-disciplinary collaboration and iterative solution.

The researcher adapted the Design thinking approach to carryout qualitative research with empirical investigation, as the Design thinking considers human centric, Holistic, co-creative, problem solving, multi-disciplinary and adductive reasoning facets of research.

A qualitative research is practiced, consisting artifact analysis, semi-structured interviews, Observations, and brainstorming to define proper academician journey map during, the pandemic, which may in-print forever.

Data was accumulated through Academicians' interview, questionnaire, artifact analysis, and observations.

The research findings are analyzed contextualized with appropriate relevant literature to expose various components of Academician Journey Map.

Research Design: The researcher's work is the individual case study with reflections of the Academician working in her organization, in a particular context of COVID-19 pandemic [12]. In addition, the researcher deployed framework method, to the development of a tool or integration of a new tool into an existing framework. Effective dimensions are required for case analysis from the Academicians' journey and integrative literature on work-life integration/balance, user experience, along with a clear research question as an overall guide [13]. In the case of Academician journey mapping, the high-level dimensions identified from the literature are: context information; Touch points, Goals, Expectations, doing activities throughout transition being mapped (Wells and et al., 2016); mapping process applied (Polaine et al., 2013); how were actors defined, personas developed, and Organization profiles created insights into the Transition processes of the Academician (Nicholas et al., 2017); and general reflections. The researcher sketched the journey map by taking two-extreme personas (male-academician and female academician) in the sample.

Schematic of the research methodology
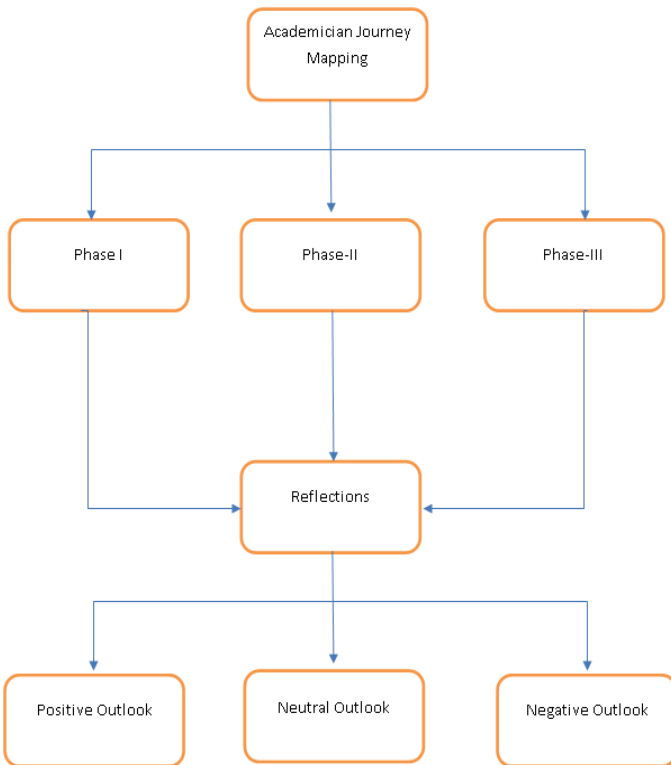
Academician Journey Map ---A case in action

In this Study, the Academician journey map is a visual representation of the responsibilities an Academician shoulder to justify his/ her role in all the spheres of life and expect to achieve a goal while adopting transition from Pre-COVID-19 to Post-COVID-19. With the help of the Academician Journey Map, the researcher got a sense of Academicians' emotional drives -- their needs and pain points for her study. The Researcher first consider five critical aspects (i.e., actor identification, actor personas ,Context, Understanding academician role at work sphere and his/her role at life Sphere, mapping process, identification of touch points) and the points of clarification will provide the basis for the analysis. It will close with a proposal for a developing Academician Journey Mapping process for deploying in making transition smooth from Pre-COVID 19 to Post–COVID-19 with respect to work-life balance/ Integration [14].

The Context

The sudden outburst of the Coronavirus pandemic has forced Academician into virtual classrooms, unprepared for the demands and expectations of this new present. This forced transition to working remotely has left them with insufficient preparation time to learn and adapt to the modalities of virtual and distance teaching, managing virtual workspaces and classes, and engaging students in new and innovative ways of learning [1]. These challenges are amplified by their own caregiving and household responsibilities and lack of access to technology and infrastructure, and for many more, the situation has required out-of-pocket expenses for supplies and equipment. Many are burnout while trying to attain work-life balance and felt very apprehensive. [20]

The Actor Persona

It is important to recognize that who are your actors? Their roles became clear during the mapping process. This stakeholder analysis, according to Anderson & Narus (1999), is one of the most crucial activities in developing insights in terms of pain points which referred as a touch points and prescribing solutions to the addressing problem. There are 4 spheres of life that need to be appropriately influenced. Here it is necessary to identify all the factors and touch points in the journey, on the Academician side. However, identifying actors is the only process of building persona; it does not provide insight into their emotional experiences. In Researcher's case study Actor Persona is Academician and two extreme personas have been identified for subtle analysis of the research problem, are Male Academician and Female Academician.

Understanding Academician's Role at work and at home

This activity provides clear picture about the activities carried out by the persona in a multiple role. This facilitates the understanding of Academician 'Doing Activities" in all the three phases with cross analysis to relieve their pain points throughout transition.

Identification of touch points

During transition with respect to work-life balance/ integration, Academician swings with varied of emotional experiences, which inhibits work-life balance / Integration and triggers stress. [17] Inputs from Academicians, through interview and well-structured questionnaire , unveils their pain points referred as touch points confirm the fuller shared understanding of the Academicians' thinking and feeling while transition which becomes base of embracing change. It is possible to build a picture of the Academician's smooth transition and prescribe tipping points –a little thing can make difference as interventions for resilience and adapting change [5].

Mapping process

The mapping process was very complex, as it involves psychographic analysis of the persona. For this reason, the researcher used a variety of ways of representing the journey, from post-it notes on a Research room whiteboard, to Excel Spreadsheets, to info graphics to story boards [6]. The most important thing is that the map makes sense to those who'll be using it. However, before dive into creating academicians journey map, first step is to collect data from Academician. The process of creating an effective Academician journey map is

extensive but valuable. The emotional driver of Academicians' actions is usually caused by a pain point or a problem they are facing to achieve their desired goal. Knowing this will provide the right interventions at the right time so that the Academicians' emotional journey throughout transition phase becomes smooth

Suitability of Academician Journey Mapping process for achieving work-life integration during transition phase from Pre- COVID to Post –COVID

The evidence from the researched case and the cross analyses of three phases, confirms that the Academician journey map is able to bolster their transition by revealing their pain points and provides frame-work that allows the researcher to see through the 'fog' of the Academicians psychographic perspective This paper adopts the underlying assumption that understanding Academician, their roles at work place and home, their definition of success with respect to their expectation and improving touch points will lead to attain work-life integration which translates their transition as a bolster embracement of change. Understand both the Academician 'Doing Activities' and the 'Academician' themselves. Here shed light on the drawing of Academician Journey Map. A Sketched Academician Journey Map evidenced its applicability to understand psychographic experiences and their reflections on touch points exhibits in sheet 1 & sheet 2.

ANALYSIS AND CONCLUSIONS

The case examined in this paper is of Higher education Institute. Out- break of COVID-19 Pandemic impacted the educational sector as well .This phase could be called as a transformation era for the educational sector. Every transformation calls adoption of changes which is always a jolting process. In this study the researcher tries to empathic the emotional experiences of the academician throughout their transition with the help of Academician Journey Map. As Academician Journey Map is highly personalized experience map, it reveals real pain points and thus the counter- attack to these pain points become so precise. The analysis of the data collection reveals following **touch points** which gives jolt to the academician during transition from Pre-COVID to Post-COVID in attainment of work-life balance/ Integration:

- Time
- Technology (information –communication Technology)
- Supportive and collaborative Network both at work and at home.
- Mindfulness- Body- Mind and Soul wellness.

Following are the respective reflections as the derived result by the Cross analysis of the three phases of COVID -19 Pandemic, in the outlook of revealed touch points, which exhibits in below mentioned sheet 1 & 2. In this sheets, the emotional experience captured in 3 categories Positive outlook, Neutral Outlook and Negative outlook.

Male Academician Journey Map sheet -1

Academician Journey Map Pre-COVID-19 to Post-COVID-19				
Male persona	**Actor**	**Scenario**	**Goals and Expectations**	**Definition of success**
	Persona: Academician (Male) He values the personal finances, Career, Family Life, and Social life. The persona is in the process of transition due to COVID-19	Pandemic COVID-19 break of Pandemic COVID-19 imposed transition and change. The Academicians also jolting in this transition phase with respect to work-life integration.	**Goals and Expectations:** Attainment of Work-life Integration	**Definition of success:** 1. Financial Liberty 2. Boundary Communication 3.Flexible work schedule 4. Accommodative work culture
Touch-points	**1. Time 2. Technology 3. Supportive and Collaborative Network 4. Mindfullness**			
Phase Name	**Pre-COVID-19 lockdown**	**During-COVID-19 Lockdown**	**Post-COVID-19 Lockdown**	
Phase Duration	**August-2019 to Feb-2020**	**March-2020 to June-2020**	**July-2020 to -----**	
Doing	Traditional Teaching	Online Teaching-Learning and	Online Teaching-Learning and	

	- Learning and Mentoring	Mentoring	Mentoring
	Research	Research	Research
	Administrative Activities	Administrative activities	Administrative Activities
	Intellect Development	Intellect Development	Intellect Development
	Admission Counseling	Admission Counseling	Admission Counseling
	House hold Chores	House hold and Chores	House Hold Chores
	Taking care of Elderly parents	Taking care of Elderly Parents	Taking care of elderly parents
	Parenting	Exercise	Exercise
	Exercise	E-stuff Preparation (Video-Lectures, Notes, Virtual Classrooms)	E-stuff preparation (Video-Lectures, Notes, Virtual Classroom etc.
		Webinars	Webinars
		Learning ICT platform	Learning ICT Platform
		Virtual Meetings	Additional Chores of housekeeping(Maid Unavailable)
		Additional Chores of housekeeping (Maid Unavailable)	Role conflict as employee and Parent
		Role conflict as employee and Parent	Always available due to hyper digital Communication
		Always available culture-due to hyper digital Communication	Meetings
Emotional Experiences (Thinking and Feeling)	**Time:** Efficient and Effective	**Time:** Borderless work-life, Exhausted, Stressed	**Time:** Exhausted, Stressed
	Technology: Naïve, Indifference	**Technology:** Naive, Overwhelmed	**Technology:** Naive, Learning Attitude, Excitement
	Supportive and Collaborative Network: Out of Control, Excitement	**Supportive and Collaborative Network:** Out of Control, Desperation	**Supportive and Collaborative Network:** Motivated, Conflicted
	Mindfulness: Efficient and Effective	**Mindfulness:** Anxiety about Competition, Infuriating, Apprehension	**Mindfulness:** Excitement, Learning Attitude, Anxiety about Competition

REFLECTIONS (EMOTIONAL EXPERIENCES)
1. Time 2. Technology 3. Supportive and Collaborative Network 4. Mindfulness

	Pre-COVID-19 lockdown				During-COVID-19 Lockdown				Post-COVID-19 Lockdown			
Positive	1	2	3	4	1	2	3	4	1	2	3	4
											▨	▨
Neutral							▨		▨	▨		
						▨						
Negative					▨			▨				

Female academician Journey map-2

Academician Journey Map Pre-COVID-19 to Post-COVID-19				
Female persona	**Actor**	**Scenario**	**Goals and Expectations**	**Definition of success**
	Persona: Academician (Female) She values the personal finances, Career, Family Life, and Social life. The persona is in the process of transition due to COVID-19	Pandemic COVID-19 break of Pandemic COVID-19 imposed transition and change. The Academicians also jolting in this transition phase with respect to work-life integration.	**Goals and Expectations:** Attainment of Work-life Integration	**Definition of success:** 1. Financial Liberty 2. Boundary Communication 3.Flexible work schedule 4. Accommodative work culture
Touch-points	**1. Time 2. Technology 3. Supportive and Collaborative Network 4. Mindfullness**			
Phase Name	**Pre-COVID-19 lockdown**	**During-COVID-19 Lockdown**	**Post-COVID-19 Lockdown**	
Phase Duration	**August-2019 to Feb-2020**	**March-2020 to June-2020**	**July-2020 to -----**	
Doing	Traditional Teaching - Learning and Mentoring	Online Teaching-Learning and Mentoring	Online Teaching-Learning and Mentoring	
	Research	Research	Research	
	Administrative Activities	Administrative activities	Administrative Activities	
	Intellect Development	Intellect Development	Intellect Development	
	Admission Counseling	Admission Counseling	Admission Counseling	
	House hold Chores	House hold and Chores	House Hold Chores	
	Taking care of Elderly parents	Taking care of Elderly Parents	Taking care of elderly parents	
	Parenting	Exercise	Exercise	
	Exercise	E-stuff Preparation (Video-Lectures, Notes, Virtual Classrooms)	E-stuff preparation (Video-Lectures, Notes, Virtual Classroom etc.	
		Webinars	Webinars	
		Learning ICT platform	Learning ICT Platform	
		Virtual Meetings	Additional Chores of housekeeping(Maid Unavailable)	
		Additional Chores of housekeeping (Maid Unavailable)	Role conflict as employee and Parent	

		Role conflict as employee and Parent	Always available due to hyper digital Communication
		Always available culture-due to hyper digital Communication	Meetings
Emotional Experiences (Thinking and Feeling)	**Time:** Efficient and Effective	**Time:** Borderless work life, Exhausted, Stressed	**Time:** Exhausted, Stressed
	Technology: Naïve, Indifference	**Technology:** Naive, Overwhelmed	**Technology:** Naive, Learning Attitude, Excitement
	Supportive and Collaborative Network: Out of Control, Excitement	**Supportive and Collaborative Network:** Out of Control, Desperation	**Supportive and Collaborative Network:** Motivated, Conflicted
	Mindfulness: Efficient and Effective	**Mindfulness:** Anxiety about Competition, Infuriating, Apprehension	**Mindfulness:** Excitement, Learning Attitude, Anxiety about Competition

REFLECTIONS (EMOTIONAL EXPERIENCES)
1. Time 2. Technology 3. Supportive and Collaborative Network 4. Mindfulness

	Pre-COVID-19 lockdown				During-COVID-19 Lockdown				Post-COVID-19 Lockdown			
Positive	1	2	3	4	1	2	3	4	1	2	3	4
Neutral												
Negative												

Interpretation

It depicts from the above journey map that, there is not much difference between the experiences of both the gender academician, however considering the touch points the microscopic difference can be observed while dealing with different responsibilities with same priorities or the time availability for the both gender academicians, as:

1. In pre-COVID-19 Lockdown

a. The Male Academician experienced very positive reflection towards all the Touch points- Time, technology, Supportive and collaborative network, and mindfulness,

b. Whereas, the Female Academician were neutral towards technology adoption [8].

2. During-COVID-19 Lockdown

a. The Male as well as Female Academicians were anxious and showed negative reflection specifically with respect to time management.

b. Both the gender Academicians reflects Indifferent towards the technology adoption,

c. As far as supportive and collaborative network is concern the Male Academicians were neutral and Female Academicians were Indifferent.

d. For the Mindfulness, the reflection of the Male Academicians were frantic and Anxious a negative outlook, on the contrary, Female Academician reflects neutral feelings.

3. In the Post-COVID-19 Lockdown

Both the gender (Male/Female) academician reflects neutral outlook towards time and technology. For Supportive and collaborative network, as well as mind-fullness, both the Academicians are excited and motivated which reflects their positive outlook.

Concluding Remark

It is evident, from the study that, Academician Journey Map is a human-centric effective tool which revealed the touch points and persona's reflections on them, accordingly, as interventions the Tipping points have

been prescribed by the researcher. During the study the researcher personally experienced the diagnostic effectiveness of problem which involves psychographic experiences and human-centric in nature. Hence, the researcher publicize on her research paper that Academician Journey Map can bolster their transition from Pre- COVID to Post –COVID-19.

Tipping Points as Interventions for achieving work-life integration:
The researcher suggested 5cs of culture creation - Communication, Coherence, Consistency, Commitment and Creativity – for both organizational as well as personal wellness.

Communication:
The Academician can adopt boundary management tactics, meaning clear segmentation of work and non-work domain such that if these expectations are followed boundary violations would not occur. This tactics will contribute to both satisfaction and engagement, but be caution in terms of urgency and priority. The communicative tactics identified by kreiner et al. (2009) focuses on managing others' expectations regarding the work and family boundaries. In other words, they use communication to set expectations for others' behavior in order to maintain boundaries (Shumate & Fulk, 2004). By communicating their expectations, individuals limit interruptions to the identity maintenance process and are better able to focus on the present role thus experiencing greater engagement and satisfaction in that role.(2016 Institute of Behavioral and Applied Management)

Coherence
The researcher's research found that there is spillover of negative aspect of work into an academicians' personal life which lead to job exhaustion, disruption of relationships with family and friends, loss of enjoyment, and increased stress particularly during COVID -19 lockdown .The researcher suggested the term **work-life effectiveness** over balance/ integration, and suggests striving for a situation where work fits with other aspects of life [7]. Take holistic perspective, thinking of one's career as an integral part of life, rather than a separate and obligatory activity [4].

Inspiration Marissa Mayer, CEO of Yahoo, one should put everything in the same container and create a coherent narrative. Even in the busiest of schedules, the most practical and effective way one can live is by aligning one's personal priorities of work, family, health, and well-being. Such realignment can bring huge gains in emotional and physical energy, not to mention greater clarity and focus at work. [17]

Consistency
The researcher recommends discouragement of zero –sum approach for career over other sphere of life. Don't rush for perfectionism; let the things go consistently to create

cumulative effect. [10]

Commitment
The researcher advocates focus should be on productivity not on time –spent. Flexible work schedule promotes commitments and accountability; as it creates a sense of One's Control on his/her work. As Anna Quindlen observed, "If your success is not on your own terms, if it looks good to the world but does not feel good in your heart, it is not success at all." [17] In addition counter role empathy promotes supportive and collaborative culture which again leads to commitment and engagement.

Creativity
Good –life is a synonym of **mindfulness,** which actually an incubator of creativity and this is sustainable skill for protean career. Ensure accommodating, collaborative organization to serve which integrates health and wellness with work environment.

Recommendations
Further research needs to be undertaken to understand the applicability of this work in different Sectors as COVID -19 impacted as a whole and imposed transition in almost every sector

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