The 'how' of hybrid working

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Working from home: Twitter reveals why we're embracing it

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WORKFORCE OF THE FUTURE

87% want **choice** – blending between the **office** and **working remotely**

Working from home is here to stay 74% of bosses planning to keep policies after Covid-19 pandemic

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Freedom of choice to prevail in post-COVID-19 work styles

Jo Gallacher, JUNE 22, 2020

[2]

Employees will want more freedom in where they choose to work following the coronavirus pandemic

Researchers at Liverpool John Moores University (LJMU) found since the introduction of mandatory remote working, many employees had the chance to exercise more, spend time with family and time to think and reflect.

Almost two thirds (62%) of people said they wanted to work from home more on a regular basis.

Majority of firms considering 'meet-up' spaces rather than full-time offices

Richard Stuart-Turner, SEPTEMBER 15, 2020

[4]

More than three in four UK business managers feel that 'collaborative' workspaces will be mos suitable for their organisation post-lockdown, according to new research.

Covid-19 has changed working patterns for good, UK survey finds

Few staff say they intend to return to their offices five days a week

Possible futures

?
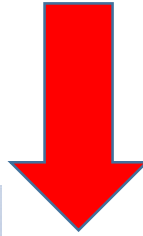
What does hybrid mean to *your* organisation?
What is your balance?

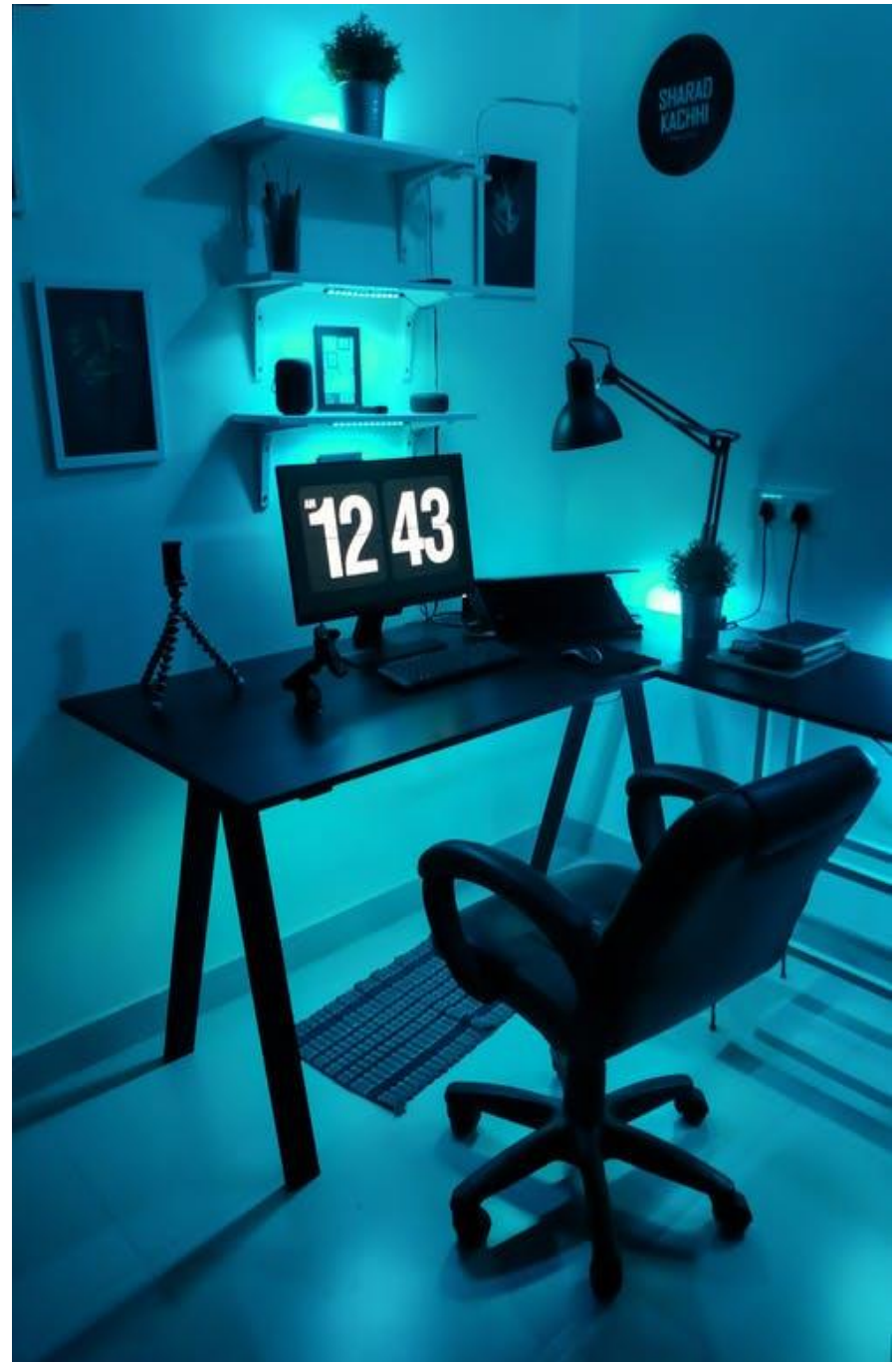# Post Covid-19: what is your office for now?

Steps to hybrid working

Practical Stuff

- Hygiene factors
- Ergonomics
- Policies
- Tech
- Health and Safety
- Expenses

Policy and Principles

- Formal v informal

- Managing requests

- Training for managers

- Organisational principles – team level deployment

- Implementation support

Setting new expectations

- Keeping in touch
- Ways of working
- Communication
- Working hours
- Synch v asynch
- Helping people be good at hybrid

Communication

- High risk area
- Agree new norms
- Default to online
- Bring homeworkers into the conversation
- Avoiding the lift and shift
- Work to agree on a team by team basis

Technology

- Zoom et al
- Asynchronous tools
- Internal social media
- Fit the context and team dynamic
- Help people use it

New performance management

- Frequent conversations

- Using data to assess performance

- Outcomes not facetime

- ROWE

- Increased importance of goals and objectives

Connecting, deliberately

- Re-thinking why people come together- and what for

- Beyond watercoolers

- Making the most of office time

- Building in social connections

The role of people managers

- Managing new team dynamics

- Tackling conflict

- Facilitating relationships

- 121s

- Building trust

- Communication and contact

- Managing their own bias

Focus on culture

- Trust
- Beliefs about work
- Attitudes and beliefs
- Emphasise inclusion
- New starters

Stop rewarding presenteeism

Actions for HR

- Listen to your people
- Determine your definition of hybrid
- Think categories
- Engage and train managers
- Review the employee lifecycle
- Develop the skills for hybrid

Resolve to experiment!

IF NOT NOW

then when