

# **Redesigning Work for the Hybrid World**

Opportunities for Knowledge Workers

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**Gartner®**

# Today Is Our Opportunity to Question Our Inheritance



Source: <https://pxhere.com/en/photo/658882>

# A Global Pandemic Moves Us to Remote Environment

Loss of Organic Environmental Attributes of the Office

## Loss of Consistency



“Everyone is in their own environment.”

## Loss of Visibility

EST	Monday	Tuesday
8 a.m.	Blocked	Blocked
9 a.m.		
10 a.m.		Blocked
11 a.m.		
12 p.m.		Blocked

“Everyone’s work patterns are obscured.”

## Loss of Serendipity

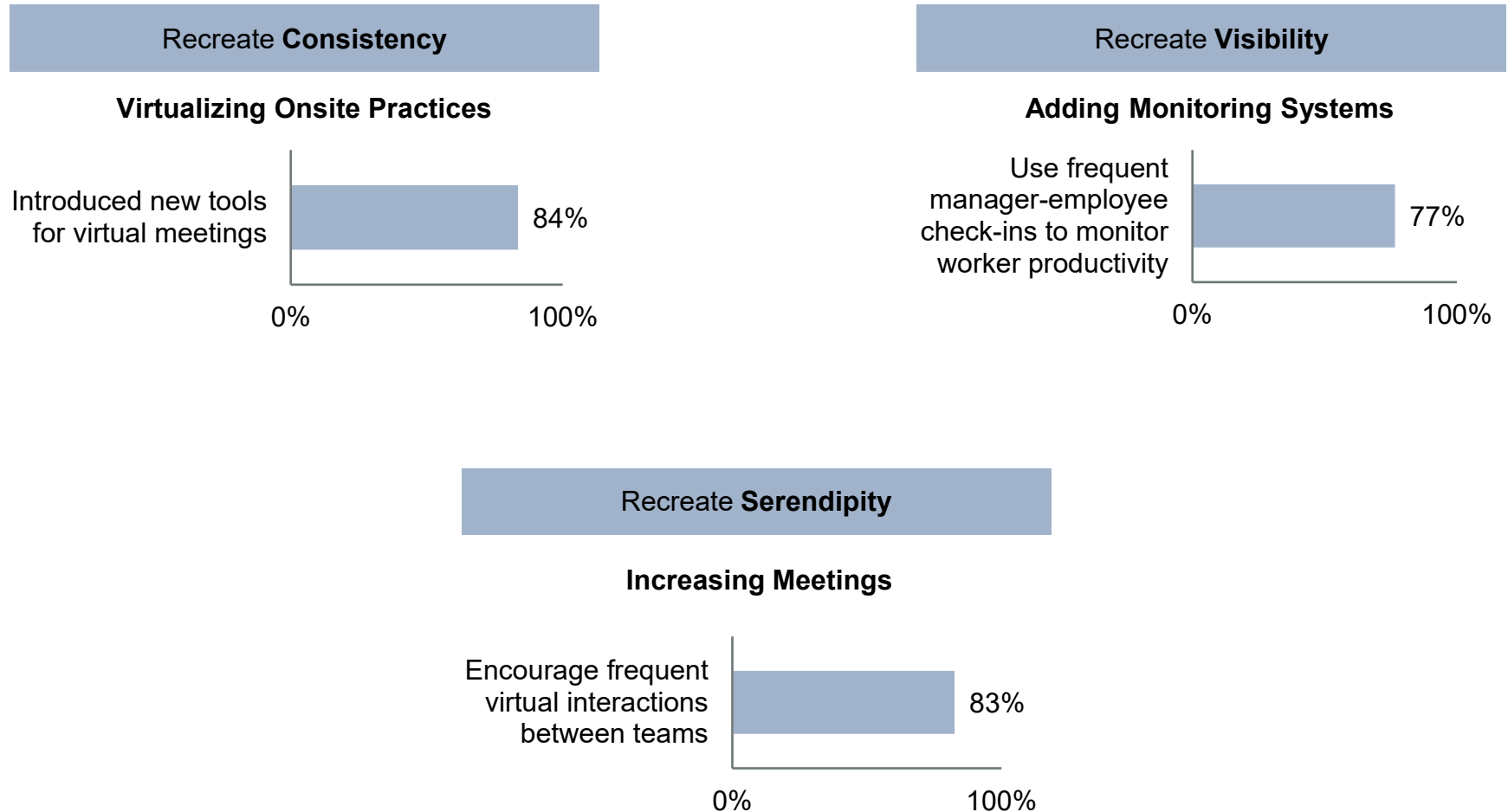


“Everything is scheduled.”

# Organizations Duplicating Office-Centric Design

## Methods of Recreating Features of the Office

*Percentage of HR Leaders*



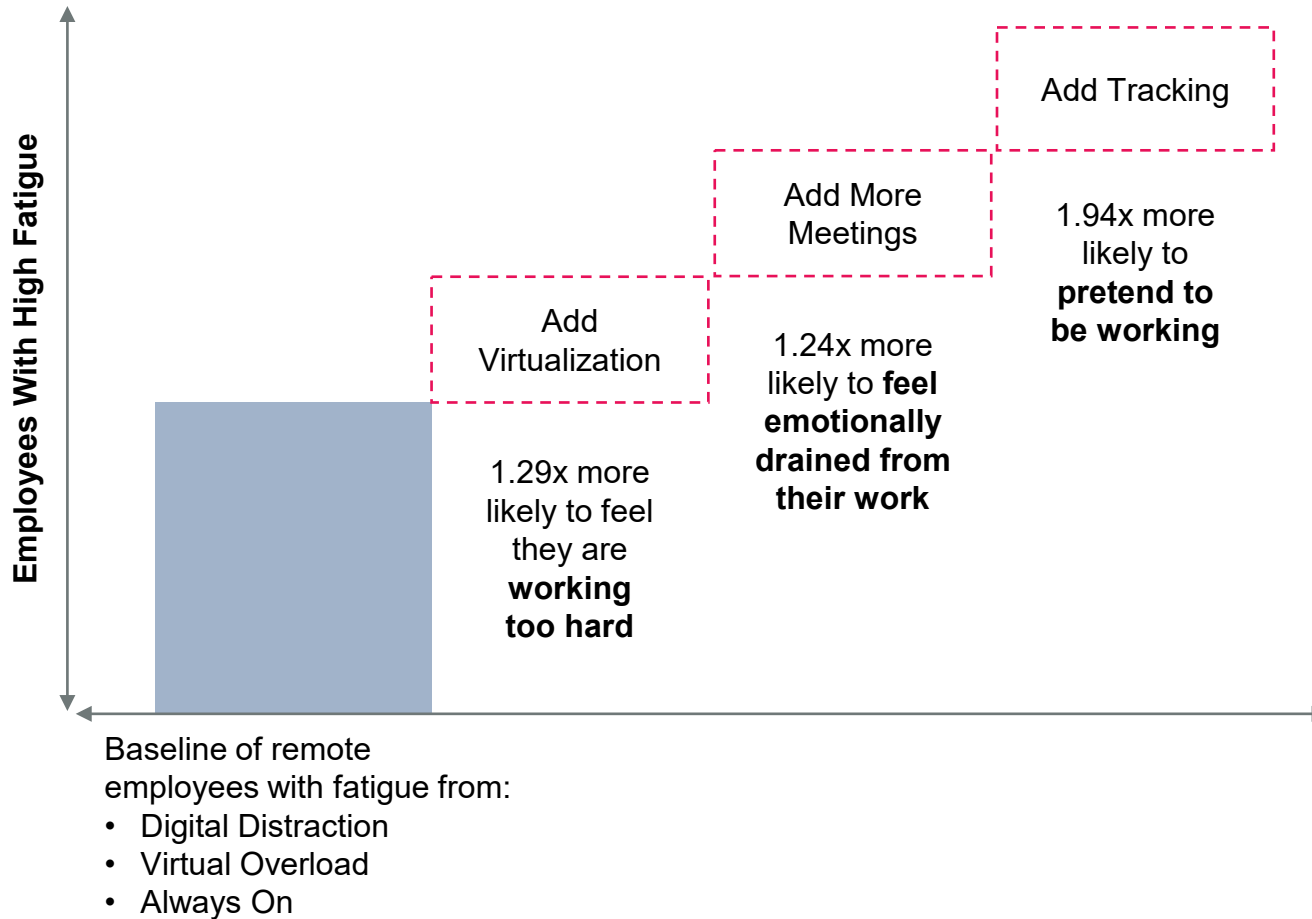
n = 75 HR leaders

Source: 2021 Gartner Hybrid Work HR Leader Survey

# How Current Strategies Are Adding to the Problem

High Levels of Fatigue in the Current State

*Organizational Methods Exacerbating Baseline Fatigue; Illustrative*



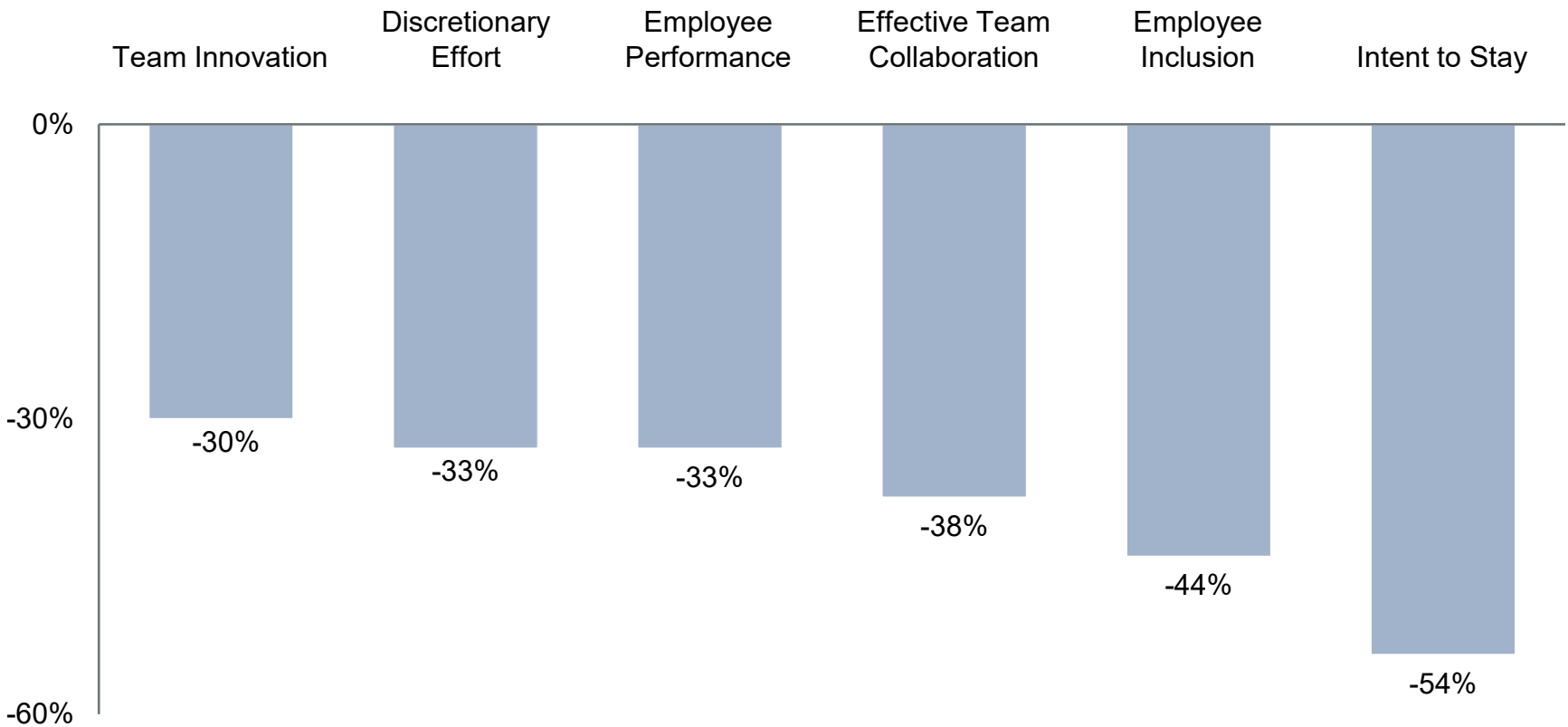
n = 951 remote knowledge workers, 633 onsite knowledge workers

Source: 2021 Gartner Hybrid Work Employee Survey

# Why Is Employee Fatigue So Dangerous?

Organizational Outcomes at Risk Due to Employee Fatigue

*Maximum Impact of Employee Fatigue on Talent Outcomes*

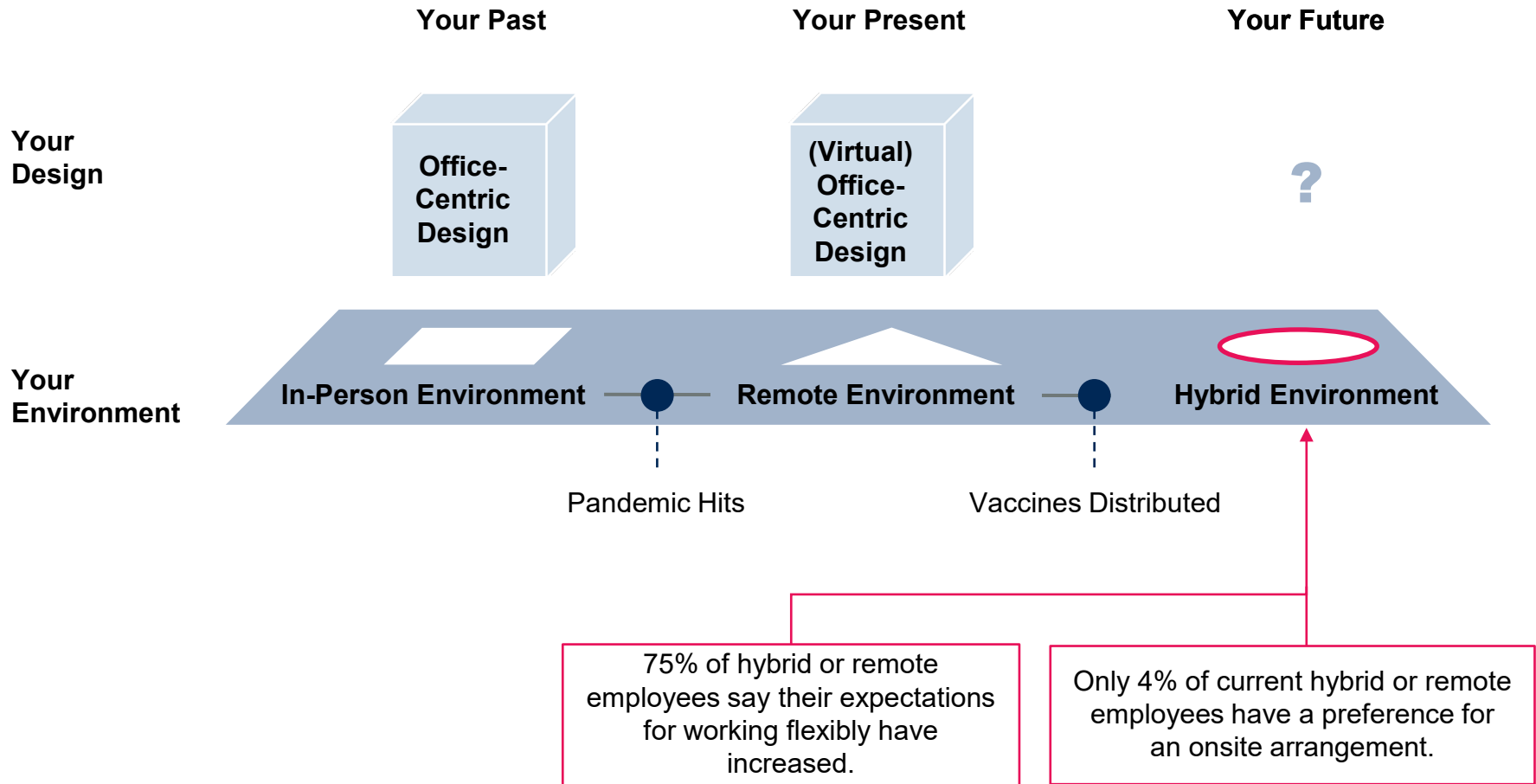


n = 951 remote knowledge workers

Source: 2021 Gartner Hybrid Work Employee Survey

# The Future Is Hybrid

Business Leaders Trying to Fit “a Square Peg Into a Round Hole”

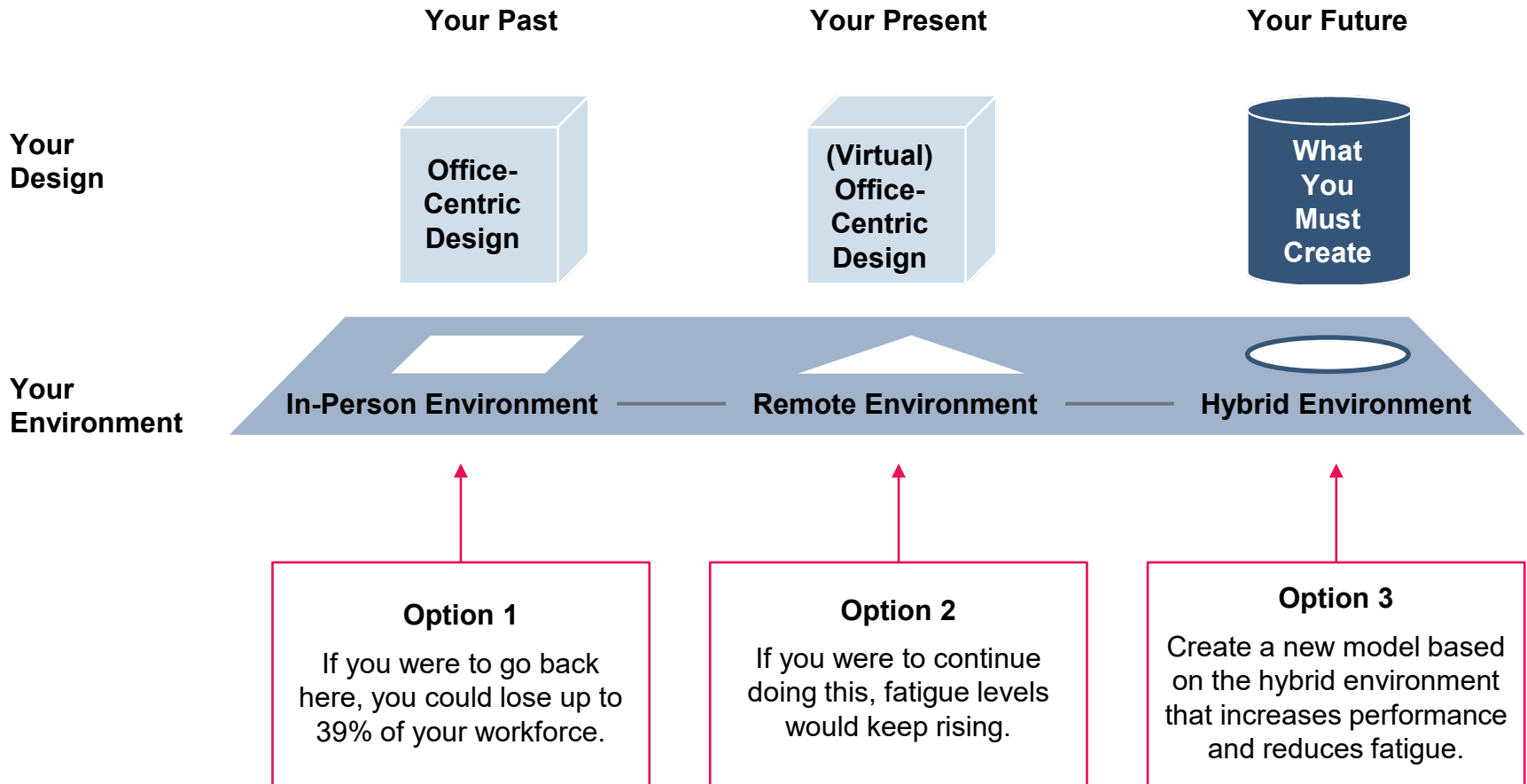


n = 2,410 hybrid/remote knowledge workers

Source: 2021 Gartner Hybrid Work Employee Survey

# Choose Your Journey...wisely

Three Options for HR Leaders Facing Hybrid Future



n = 75 HR leaders; 2,410 hybrid/remote knowledge workers

Source: 2021 Gartner Hybrid Work HR Leader Survey; 2021 Gartner Hybrid Work Employee Survey

# Design for the Realities of the Hybrid Environment

Creating a Round Peg for a Round Hole

**Your  
Design**

Give employees the **flexibility** they need to step away from distractions and create their best work environment.

Set **intentional** collaboration norms to limit draining interactions and take advantage of open networks.

Drive **empathy** from leadership to advocate for disconnecting while improving life experience.

**Your  
Environment**

**Digital Distractions**

**Virtual Overload**

**Always On**

**Work Environment  
Control**

**Extended  
Connectivity**

**Life  
Harmonization**

Source: Gartner

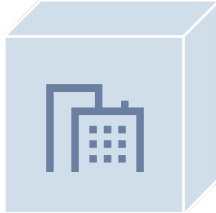
# Redesigning Work for the Hybrid World

Key Shifts Needed to Create a Human-Centric Design for the Hybrid Environment

## Office-Centric Design

An Onsite Model for an Onsite World

“Location is the stable pillar we design work around.”



## Human-Centric Design

A Hybrid Model for a Hybrid World

“The individual is the stable pillar we design work around.”



### Provide **Consistent** Work Experiences

Work design principle: Equality of experiences



### Provide **Flexible** Work Experiences

Work design principle: Equality of opportunity

### Enable **Serendipitous** Collaboration

Work design principle: Innovation by chance



### Enable **Intentional** Collaboration

Work design principle: Innovation by design

### Drive **Visibility-Based** Management

Work design principle: Performance by inputs



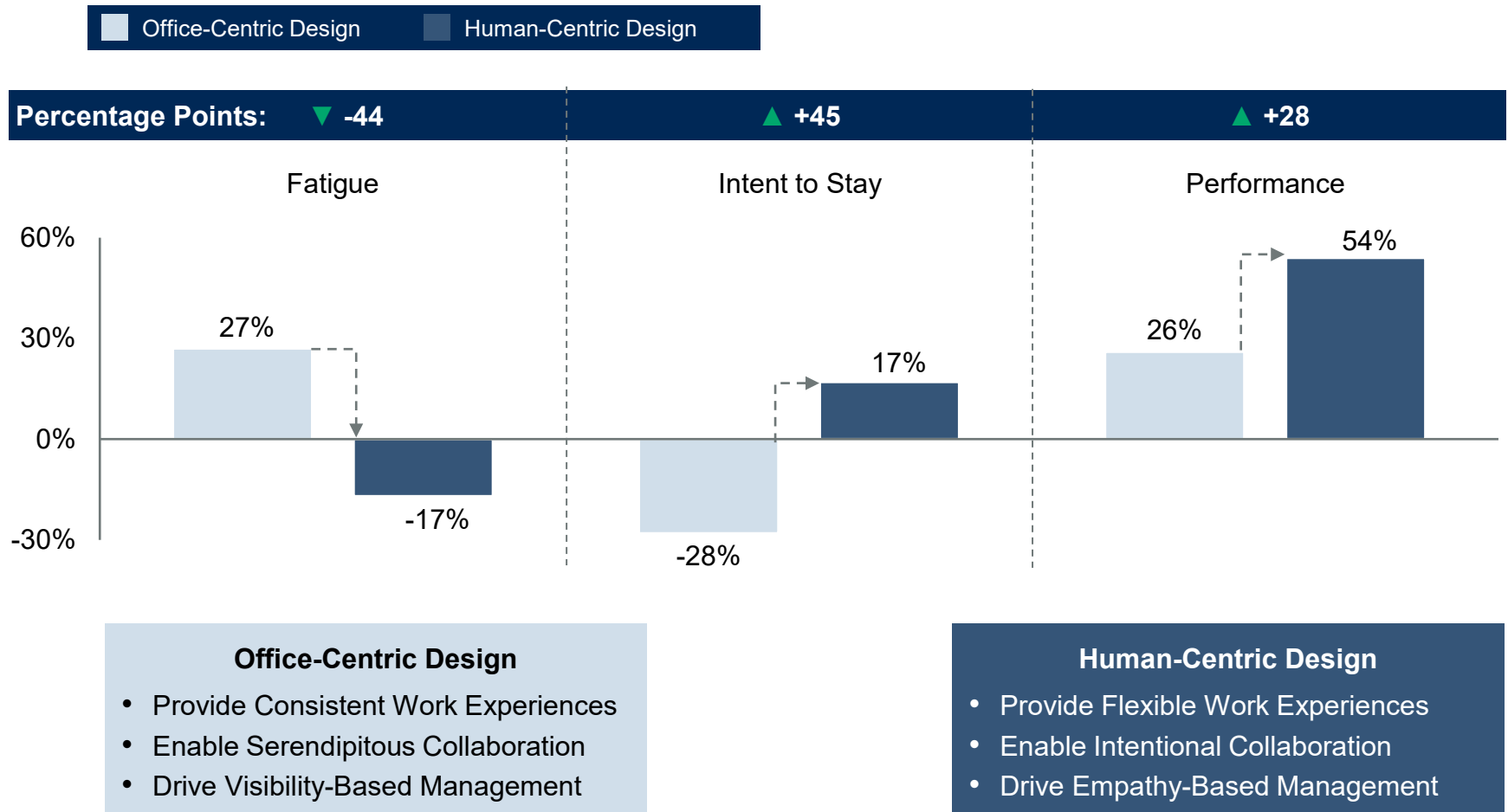
### Drive **Empathy-Based** Management

Work design principle: Performance by outputs

# Human-Centric Design Drives Outcomes

Maximum Impact of Office-Centric Versus Human-Centric Design on Organizational Outcomes

Percentage Differential Between Each Design on Outcome










n = 2,410 hybrid/remote knowledge workers

Source: 2021 Gartner Hybrid Work Employee Survey







# Redesigning Work for the Hybrid World

## Human-Centric Work Design

Flexible Work Experiences	Intentional Collaboration	Empathy-Based Management
Equality of opportunity, not equality of experiences.	Innovation by design, not innovation by chance.	Performance by outcome, not performance by inputs.
 <p>Schroders' Employee-Driven Flexible Working Decisions</p>	 <p>Dropbox's Reset Hybrid Collaboration Habits</p>	 <p>Cisco's Conscious Leader Labs</p>
 <p>Tigo's Office Space Prioritization Guidance</p>	 <p>Goodway Group's Remote Team Dynamics</p>	 <p>Goodway Group's Manager Support Networks</p>
		 <p>Atlassian's People-First Manager Prioritization</p>

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		 <b>ATLASSIAN</b> Atlassian's People-First Manager Prioritization

# Flexible Working Needs Principles, Not Just Policy

## Overview of Schroders' Ten Principles of Flexible Working

### Principles of Flexible Working

- 1 Everyone works flexibly.
- 2 Changes can include **where** and **when** you work, and **what** you do to best achieve your goals.
- 3 You can request a new working pattern at any time.
- 4 Discuss and agree on changes with your manager.
- 5 **No justification** for flexible working is required.
- 6 Working patterns support business, stakeholder and well-being objectives.
- 7 Employees are measured on output and impact.
- 8 Changes to working patterns are reviewed at least every three months.
- 9 The organization will look to enable all agreed changes to support flexibility.
- 10 **We trust employees** to work in support of company interests.

Employees can design working patterns that best enable them to be effective. Contractual changes in total work hours, role or country are addressed through a formal policy.

In place of a formal approval process, employees and managers co-create flexible working patterns.

Employees will not be evaluated based on "presenteeism."

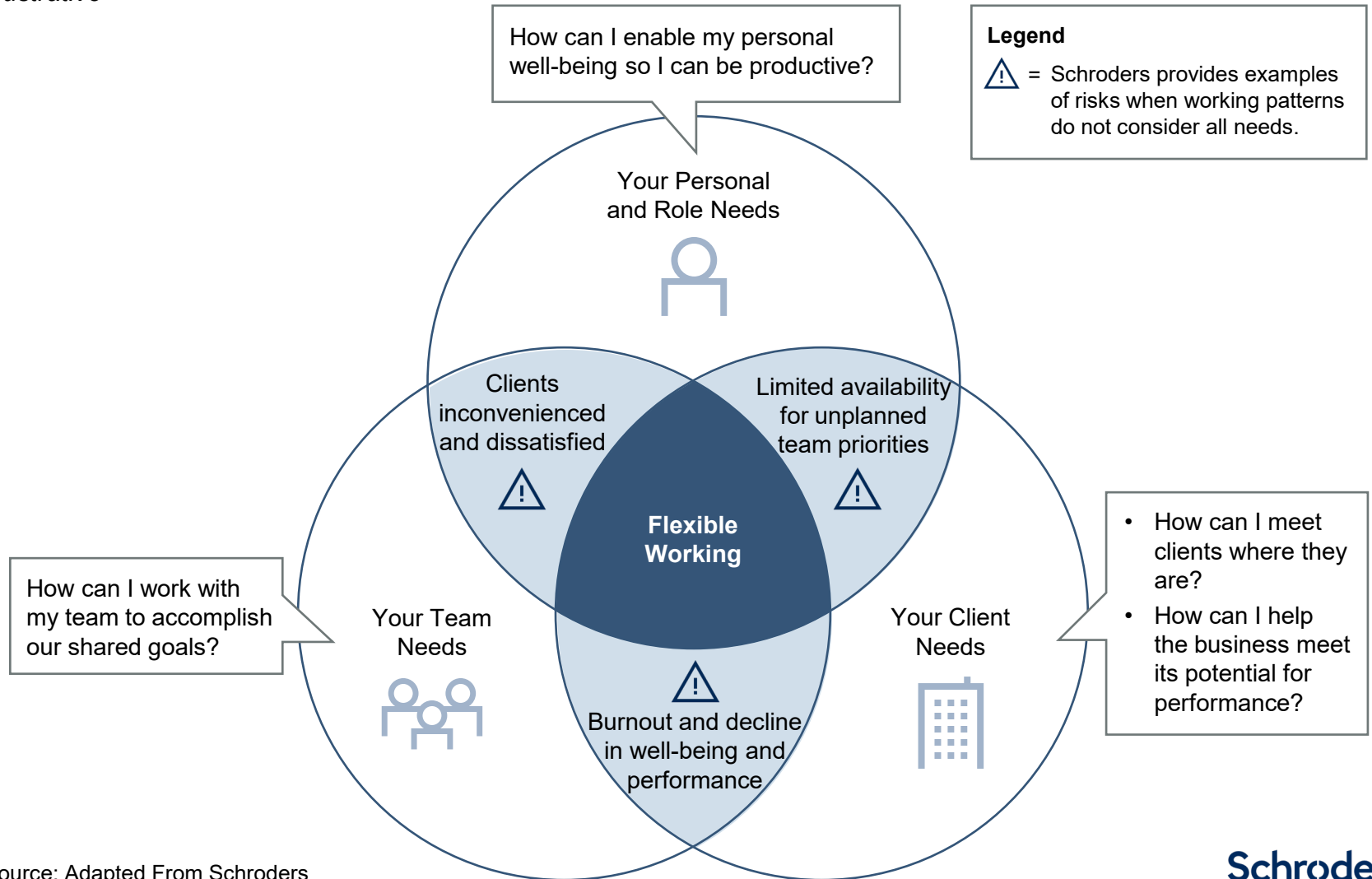
Everyone is responsible for building a foundation of mutual trust to support autonomy, safety and performance.

Source: Adapted From Schroders

# Equip Employees and Managers to Navigate Tensions

## Employee Flexible Working Decision Framework for Harmonizing Needs

*Illustrative*



Source: Adapted From Schroders

**Schroders**

# Leaders Set Permissions and Role Model Flexibility

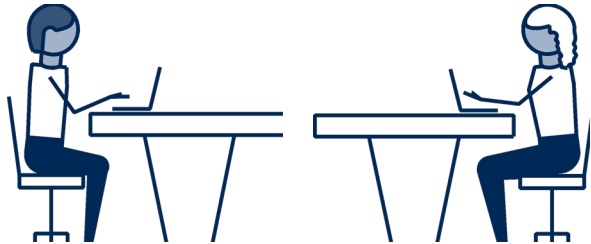
Tools for Creating Flexible Working Patterns and Conversation Guidance

*Illustrative*

Schroders operates an intranet site dedicated to flexible working resources.

**Employee**

**Manager**



## Flexible Working Conversation Guidance

- Frame the discussion – focus on impact and the job, not personal factors
- Actively listen
- Find shared goals and avoid assumptions
- Explore patterns together
- Decide on a working pattern
- Plan how to measure success

## Flexible Working Resources for Employees



### Leadership Profile

Hear how our CFO works flexibly and what flexible working means to him.



### Flexible Working in Action

Read stories of how employees and teams at Schroders have designed flexible working patterns that set them up for success.



### Design Your Flexible Working Pattern

Use this interactive tool to see how flexible working can work for you, and use it to start a conversation with your manager.



### Flexible Working FAQ








See your peers' most common questions about creating a working pattern that works for you, your team and our clients.

Source: Adapted From Schroders

**Schroders**

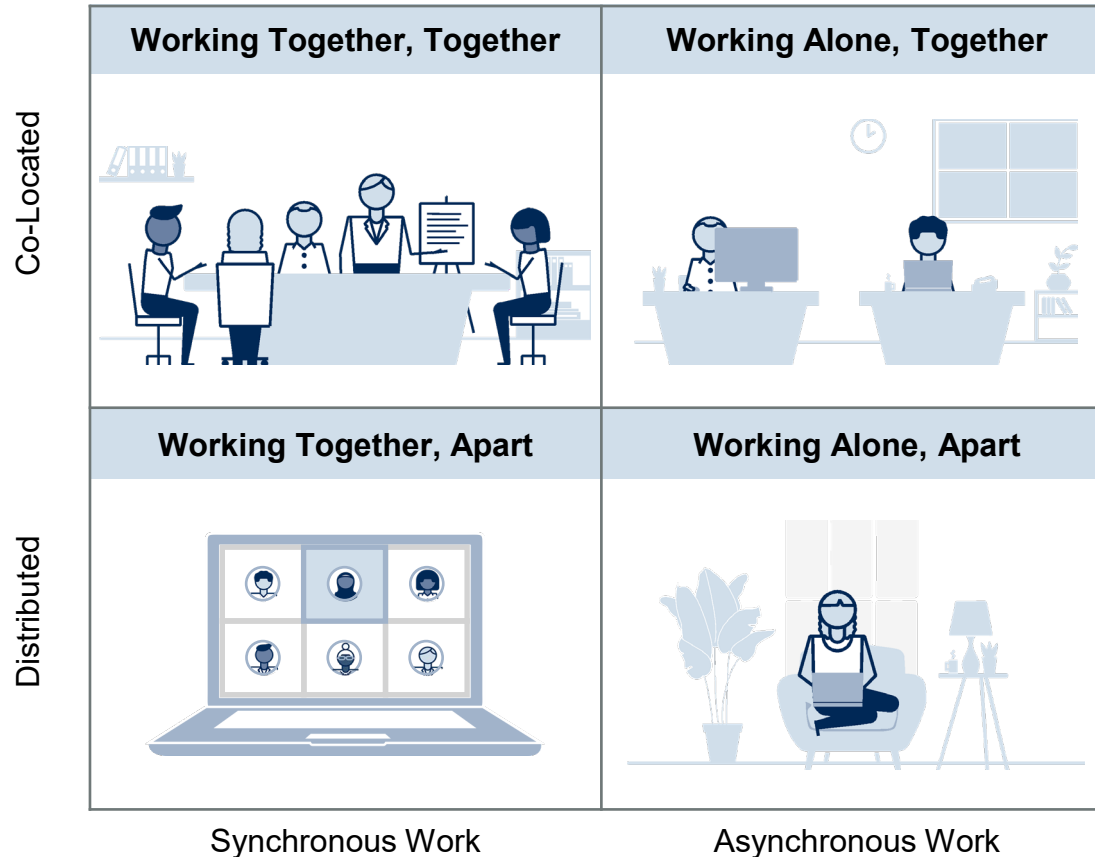
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# Four Collaboration Modes in the Hybrid Environment

Collaboration Modes Charted by Location and Time-Spend

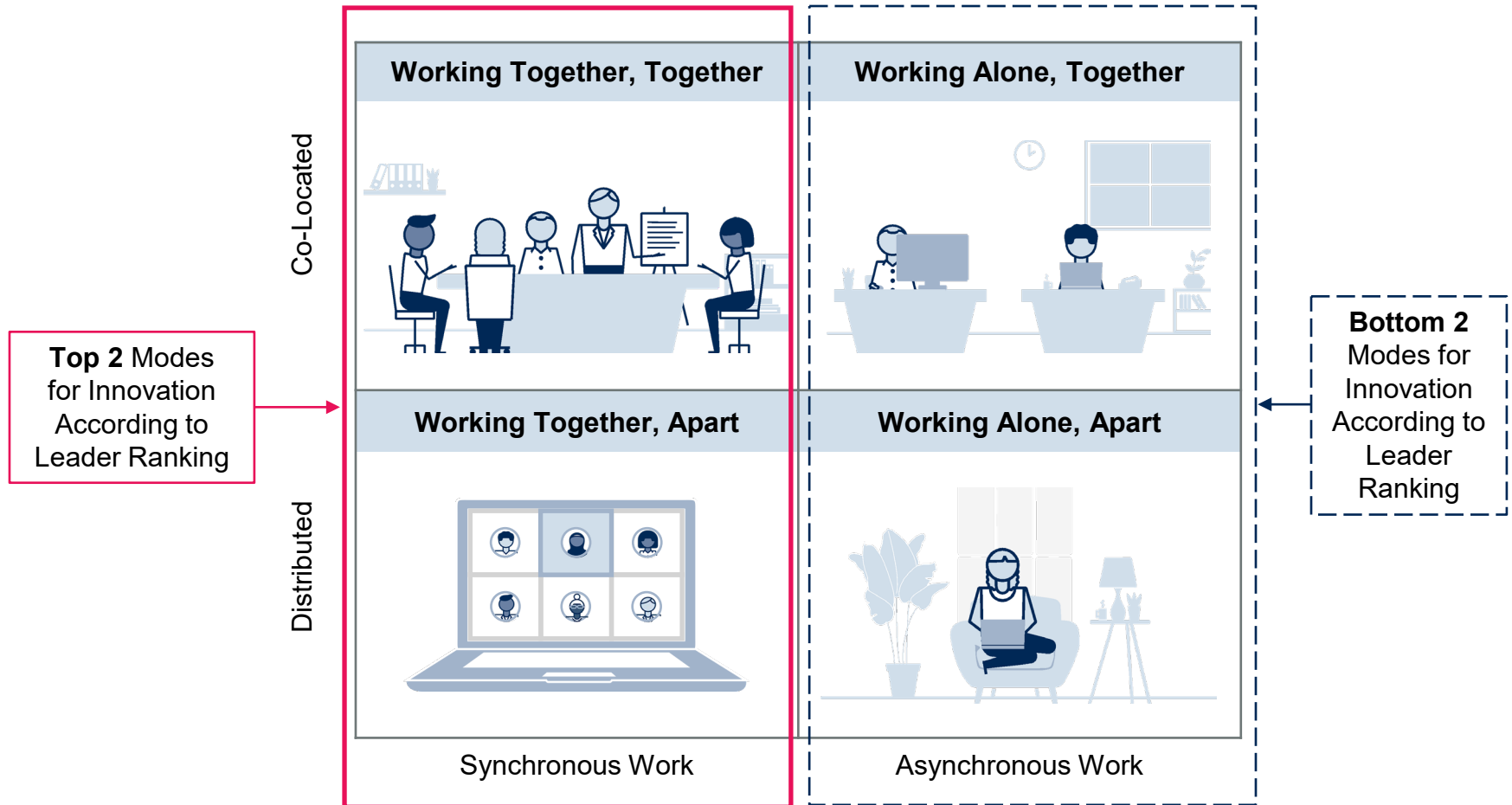


n = 75 HR leaders

Source: 2021 Gartner Hybrid Work HR Leader Survey

# Synchronous Work Perceived as Most Crucial Mode

Leader Ranking of Collaboration Modes by Importance for Innovation

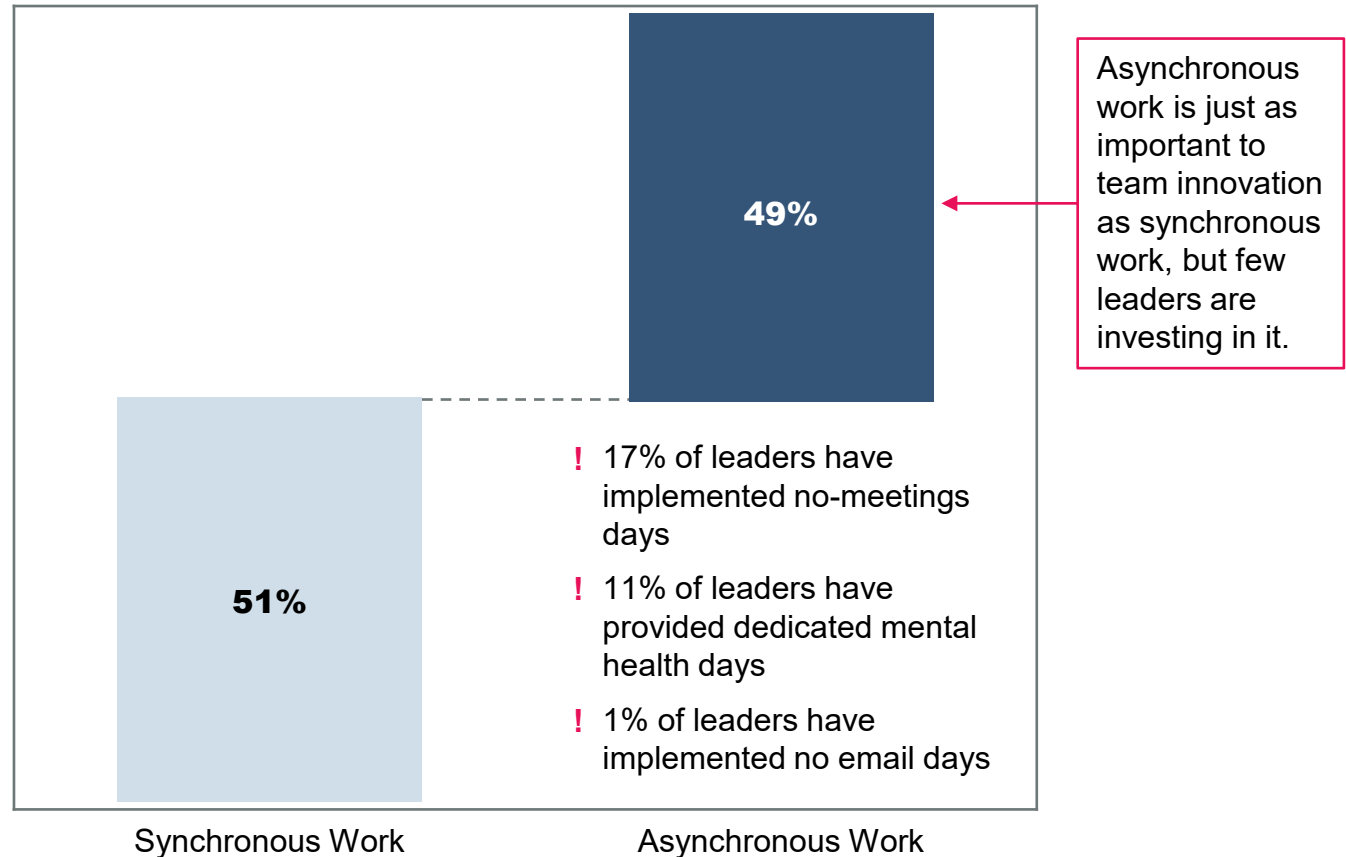


n = 75 HR leaders

Source: 2021 Gartner Hybrid Work HR Leader Survey

# Synchronous and Asynchronous Equally Important

Actual Impact of Synchronous Versus Asynchronous Work on Team Innovation  
*Percentage of Variance in Team Innovation Explained*



n = 2,410 hybrid/remote knowledge workers; 75 HR leaders

Source: 2021 Gartner Hybrid Work Employee Survey; 2021 Gartner Hybrid Work HR Leader Survey

Note: Asynchronous work has a marginally larger impact on performance compared to synchronous work.

# Work Asynchronously, Not Synchronously, First

## Three Key Steps to Employee-Designed Workweeks

*Illustrative*



Employee A (SF Bay Area)



Employee B (New York)

PST	Monday	Tuesday	EST	Monday	Tuesday
5 a.m.			8 a.m.		Exercise
6 a.m.			9 a.m.		Asynchronous Work/ "Flex for Friends"
7 a.m.			10 a.m.	Asynchronous Work/ "Flex for Friends"	Asynchronous Work/ "Flex for Friends"
8 a.m.	EMEA Meetings	Exercise	11 a.m.	Asynchronous Work/ "Flex for Friends"	Asynchronous Work/ "Flex for Friends"
9 a.m.	Americas Core Collaboration Hours	Americas Core Collaboration Hours	12 p.m.	Americas Core Collaboration Hours	Americas Core Collaboration Hours
10 a.m.			1 p.m.	Americas Core Collaboration Hours	Americas Core Collaboration Hours
11 a.m.	<b>1 Set Collaboration Hours:</b> The organization sets <b>synchronous collaboration hours</b> by region when everyone plans to be available at the same time.				
12 p.m.					
1 p.m.					
2 p.m.					
3 p.m.	Asynchronous Work/ "Flex for Friends"	<b>3 Employ Non-Linear Scheduling:</b> Employees break from the 9-5 to design their workweek around whenever work happens best for them.		5 p.m.	Exercise
4 p.m.				6 p.m.	
5 p.m.				7 p.m.	Asynchronous Work/ "Flex for Friends"
6 p.m.				8 p.m.	Asynchronous Work/ "Flex for Friends"
7 p.m.	<b>2 Block Time for Focused Work</b>		9 p.m.	<b>"You don't need to fit eight hours of meetings into four. You need to think through if it needs to be a meeting."</b> Alastair Simpson, VP of Design and Virtual First Co-Lead	
8 p.m.			10 p.m.		
9 p.m.			11 p.m.		
		Asynchronous Work	12 a.m.		
					APJ Meetings








Source: Adapted From Dropbox

Note: Seniors leaders set an expectation that employees should "flex for friends" as needed to collaborate across timezones.



# Redesigning Work for the Hybrid World

## Human-Centric Work Design

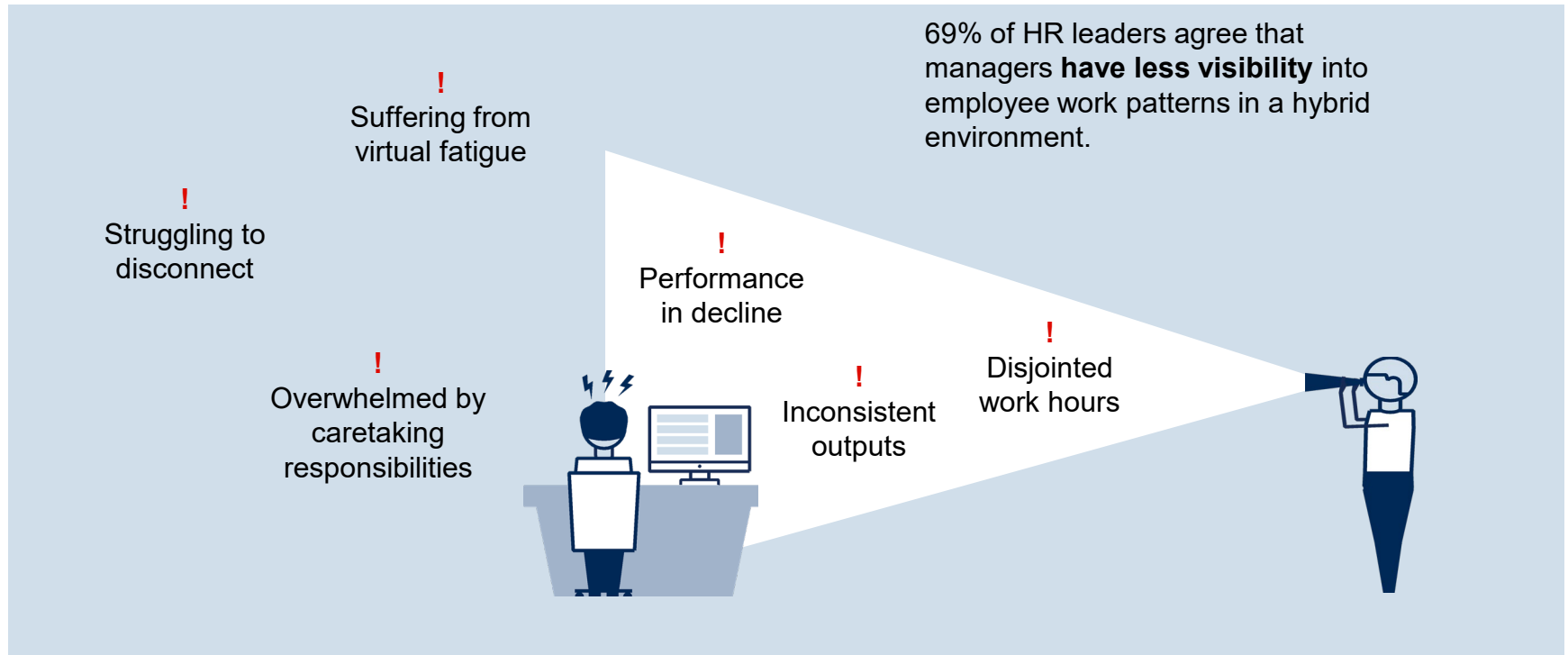
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# Hybrid Changes Affecting Manager-Employee Relationship

## The Urgent Need for Empathy in the Hybrid Environment

Employee struggles increase in the hybrid world...

...while manager visibility decreases.



**82% of employees** agree it is important their organization sees them as a person, not just an employee.



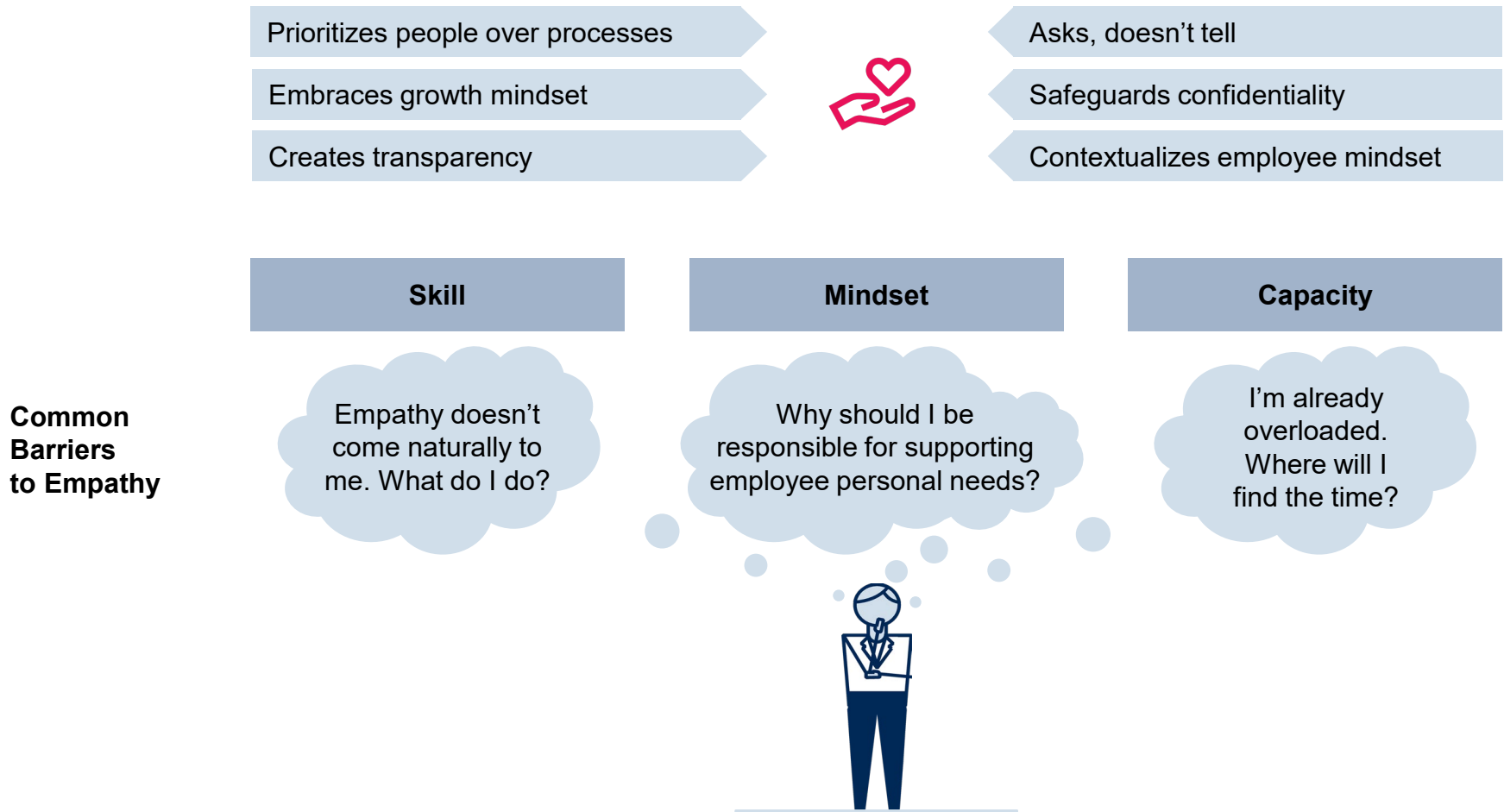
**89% of HR Leaders** report it is more important to lead with empathy **in a hybrid environment**.

n = 5,000 employees; 75 HR leaders

Source: 2020 Gartner EVP Employee Survey; 2021 Gartner Hybrid Work HR Leader Survey;

# Use Empathy to Understand Performance in Context

## Anatomy of an Empathy-Driven Manager



Source: Gartner

# Empower Reports to Prioritize Well-Being

## Atlassian's People-First Manager Prioritization Strategy



*"Provide  
the Ladder"*

Typical Approach: **HR Adds  
Well-Being Resources**

### HR Well-Being Resources

- New training in soft skills
- Tools and guidance to help support employee well-being
- Technology to help identify employee burnout



*"Open  
the Door"*

A More Complete Approach: **Leaders  
Make Space for Well-Being**

### 1 Provide Extreme Prioritization Criteria

- **Near Completion:** Is this project almost finalized?
- **Urgent:** Does this contribute to immediate business needs?
- **Broadly Impactful:** Does this have a broad impact within the organization?

### 2 Give Managers Permission to Focus on Well-Being

*Principles for Permission:*

- We encourage taking time to build deep connections with teams and individuals.
- We trust managers to decide what's best for their workload.
- We believe self-awareness is important to manager well-being and to business success.



**Background:** Realizing managers were overloaded in its distributed work environment, Atlassian's People Team piloted people-first prioritization to maximize customer value and protect manager well-being.

Source: Adapted From Atlassian




 **ATLASSIAN**

# Create Accountability For Team Health, Not Just Results

## Team Health Monitor

*Illustrative*

● High
 ● Medium
 ● Low

	 Heart		 Smart	 Grit
	Trust	Cohesion	Accountability	Performance
1Q21	<span style="color: green;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>
2Q21	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>
3Q21	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: orange;">●</span>	<span style="color: green;">●</span>

Source: Adapted From Goodway Group

## Quarterly Team Health Checks

**Team Health  
Monitor Exercise**

**Dedicated Team  
Health Time**

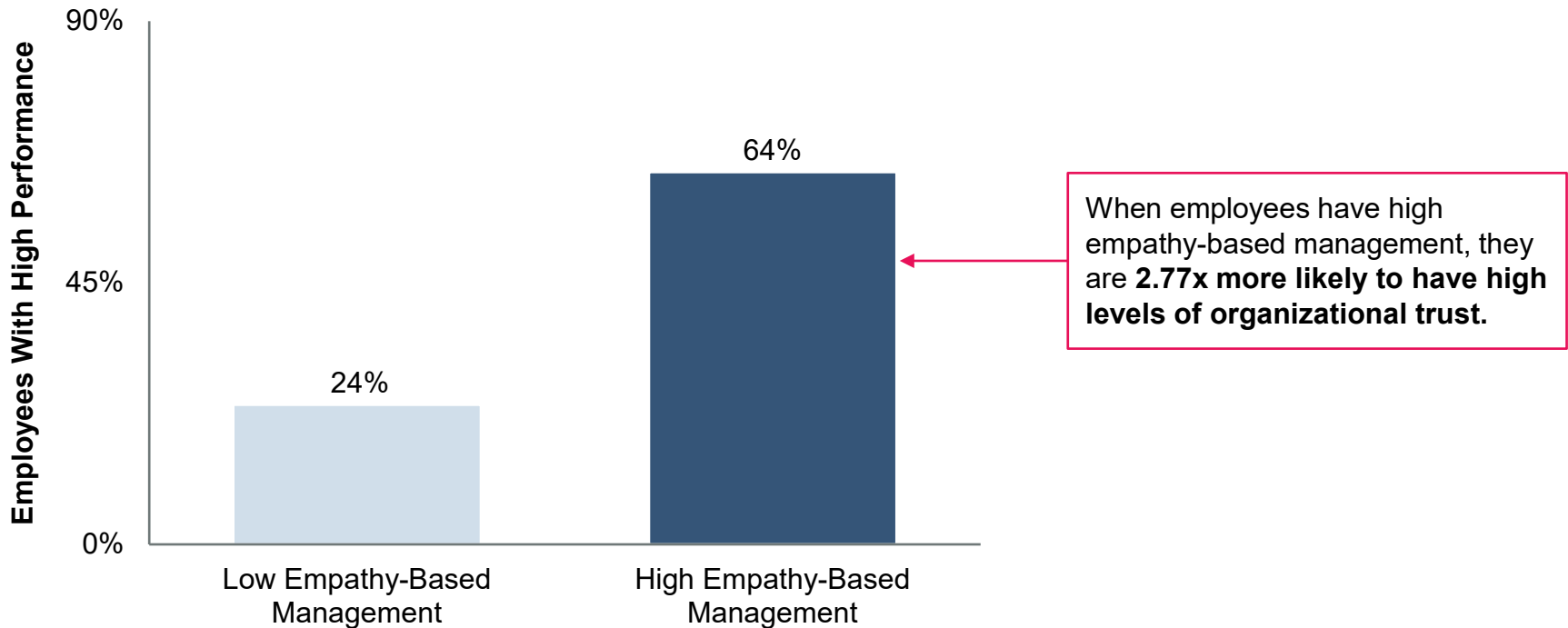
**TSP Team  
Health Support**

Source: Adapted From Goodway Group

# Empathy-Based Managers Impact Performance

## Impact of Empathy-Based Management on Employee Performance

*Percentage of Employees With High Performance by Level of Empathy-Based Management*



n = 2,410 hybrid/remote knowledge workers

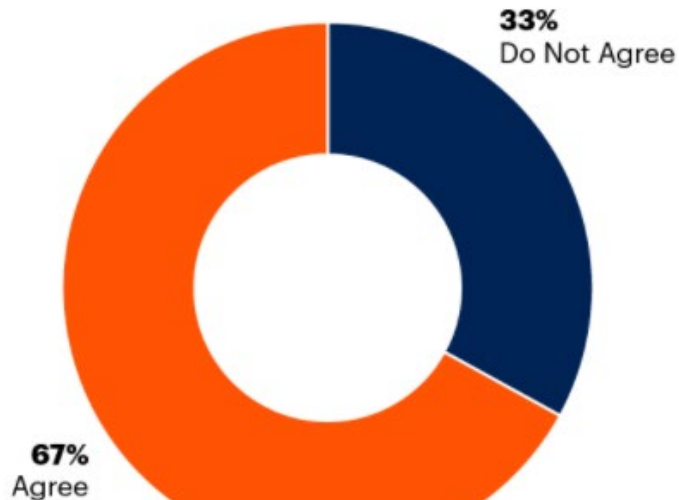
Source: 2021 Gartner Hybrid Work Employee Survey

# Employees Will Need a Good Reason to Return to Offices

## Employee Expectations For Working Flexibly and Intent to Stay

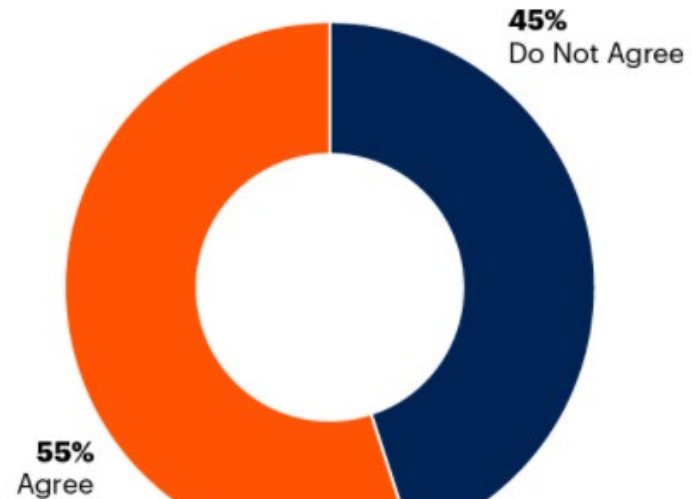
Percentage of Employees

**"My expectations for working flexibly have increased since the beginning of the pandemic."**



74% Remote Employees  
74% Hybrid Employees  
47% On-Site Employees

**"Whether or not I can work flexibly would impact whether I stay at my organization."**



58% Remote Employees  
61% Hybrid Employees  
40% On-Site Employees

n = 4,264 remote, hybrid and on-site employees

Source: 2021 Gartner Hybrid Workforce Panel Survey

Note: Remote employees work remotely five or more days a week, hybrid employees work remotely some of the time and on-site employees never work remotely.

Percentages do not include respondents who indicated "Not Applicable."

# Make the Office a Compelling Destination

Employees don't want to come to offices to do work they can do at home

## 10 Reasons to Come to the Office

- 1 **Development & Learning:** coaching, mentoring, etc.
- 2 **Immersive Connection:** team bonding, breaking bread, social connection, culture & values.
- 3 **Purposeful Collaboration:** agile sprints & scrums.
- 4 **Innovation:** R&D, prototyping, design thinking, etc.
- 5 **Escape:** No devices, no email, no meetings, etc.
- 6 **Onboarding and Orientation:** critical networks, safety briefings, culture and values immersion.
- 7 **Wellness & Relaxation:** yoga, meditation, nails
- 8 **Team Formation & Coaching:** accelerated team development, health checks and on-going coaching
- 9 **Customer and client Connection:** client meetings, product launches, focus groups, etc.
- 10 **Alternative Spaces:** parks, nature, beaches, etc.

Create spaces and time for relational activities that strengthen bonds between employees and their connection to company culture

Build innovation hubs, labs, adult play centers that have innovation tools, video walls, AR & VR, etc.

Provide on-site spaces and services that nurture employees and support their well-being

Utilize green spaces to encourage rejuvenation and creativity, encourage people to move and make a day of coming to the office