Redesigning Work for the Hybrid World

Opportunities for Knowledge Workers

Aaron McEwan
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

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“Everyone’s work patterns are obscured.”

Loss of Serendipity

“Everything is scheduled.”

Source: Gartner
Organizations Duplicating Office-Centric Design

Methods of Recreating Features of the Office
Percentage of HR Leaders

Recreate **Consistency**
Virtualizing Onsite Practices
- Introduced new tools for virtual meetings
  - 84%

Recreate **Visibility**
Adding Monitoring Systems
- Use frequent manager-employee check-ins to monitor worker productivity
  - 77%

Recreate **Serendipity**
Increasing Meetings
- Encourage frequent virtual interactions between teams
  - 83%

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

Baseline of remote employees with fatigue from:
- Digital Distraction
- Virtual Overload
- Always On

Add Virtualization
- 1.29x more likely to feel they are working too hard

Add More Meetings
- 1.24x more likely to feel emotionally drained from their work

Add Tracking
- 1.94x more likely to pretend to be working

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*

Team Innovation | Discretionary Effort | Employee Performance | Effective Team Collaboration | Employee Inclusion | Intent to Stay
--- | --- | --- | --- | --- | ---
-30% | -33% | -33% | -38% | -44% | -54%

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”

Your Past

In-Person Environment

Office-Centric Design

Remote Environment

(Virtual) Office-Centric Design

Your Present

Your Future

Hybrid Environment

Pandemic Hits

Vaccines Distributed

75% of hybrid or remote employees say their expectations for working flexibly have increased.

Only 4% of current hybrid or remote employees have a preference for an onsite arrangement.

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

Your Past
- Office-Centric Design

Your Present
- (Virtual) Office-Centric Design

Your Future
- What You Must Create

Option 1
If you were to go back here, you could lose up to 39% of your workforce.

Option 2
If you were to continue doing this, fatigue levels would keep rising.

Option 3
Create a new model based on the hybrid environment that increases performance and reduces fatigue.

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

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<th>Digital Distractions</th>
<th>Virtual Overload</th>
<th>Always On</th>
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<td>Work Environment Control</td>
<td>Extended Connectivity</td>
<td>Life Harmonization</td>
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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

Source: Gartner
Human-Centric Design Drives Outcomes

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

Percentage Differential Between Each Design on Outcome

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<th>Human-Centric Design</th>
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- **Fatigue**
  - Office-Centric: 27%
  - Human-Centric: -17%

- **Intent to Stay**
  - Office-Centric: 17%
  - Human-Centric: -28%

- **Performance**
  - Office-Centric: 26%
  - Human-Centric: 54%

**Office-Centric Design**
- Provide Consistent Work Experiences
- Enable Serendipitous Collaboration
- Drive Visibility-Based Management

**Human-Centric Design**
- Provide Flexible Work Experiences
- Enable Intentional Collaboration
- Drive Empathy-Based Management

n = 2,410 hybrid/remote knowledge workers

Source: 2021 Gartner Hybrid Work Employee Survey
Redesigning Work for the Hybrid World

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Schroders’ Employee-Driven Flexible Working Decisions

**Dropbox**
Dropbox’s Reset Hybrid Collaboration Habits

**Cisco**
Cisco’s Conscious Leader Labs

**Tigo**
Tigo’s Office Space Prioritization Guidance

**Goodway Group**
Goodway Group’s Remote Team Dynamics

**Goodway Group**
Goodway Group’s Manager Support Networks

**Atlassian**
Atlassian’s People-First Manager Prioritization
# Redesigning Work for the Hybrid World

## Human-Centric Work Design

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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

How can I enable my personal well-being so I can be productive?

Legend

⚠ = Schroders provides examples of risks when working patterns do not consider all needs.

How can I work with my team to accomplish our shared goals?

How can I meet clients where they are?

How can I help the business meet its potential for performance?

Clients inconvenienced and dissatisfied

Limited availability for unplanned team priorities

Burnout and decline in well-being and performance

Source: Adapted From Schroders
Leaders Set Permissions and Role Model Flexibility

Tools for Creating Flexible Working Patterns and Conversation Guidance

Illustrative

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

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
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Four Collaboration Modes in the Hybrid Environment

Collaboration Modes Charted by Location and Time-Spend

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<th>Distributed</th>
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<td>Working Together, Apart</td>
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<tr>
<td>Working Alone, Together</td>
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Synchronous Work              Asynchronous Work

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

Top 2 Modes for Innovation According to Leader Ranking

(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

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<td>is just as important to team innovation as synchronous work, but few leaders are investing in it.</td>
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<td>49% of variance explained</td>
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<th>Percentage of Variance in Team Innovation Explained</th>
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<td>51%</td>
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17% of leaders have implemented no-meetings days
11% of leaders have provided dedicated mental health days
1% of leaders have implemented no email days

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**

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1. **Set Collaboration Hours:** The organization sets *synchronous collaboration hours* by region when everyone plans to be available at the same time.

2. **Block Time for Focused Work**

3. **Employ Non-Linear Scheduling:** Employees break from the 9-5 to design their workweek around whenever work happens best for them.

---

Alastair Simpson, VP of Design and Virtual First Co-Lead

“You don’t need to fit eight hours of meetings into four. You need to think through if it needs to be a meeting.”

Source: Adapted From Dropbox

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

- Struggling to disconnect
- Overwhelmed by caretaking responsibilities
- Suffering from virtual fatigue
- Performance in decline
- Inconsistent outputs
- Disjointed work hours

…while manager visibility decreases.

69% of HR leaders agree that managers have less visibility into employee work patterns in a hybrid environment.

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

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<th>Skill</th>
<th>Mindset</th>
<th>Capacity</th>
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<td>Prioritizes people over processes</td>
<td>Asks, doesn’t tell</td>
<td>I’m already overloaded. Where will I find the time?</td>
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<td>Embraces growth mindset</td>
<td>Safeguards confidentiality</td>
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<td>Creates transparency</td>
<td>Contextualizes employee mindset</td>
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Common Barriers to Empathy

Empathy doesn’t come naturally to me. What do I do?

Why should I be responsible for supporting employee personal needs?

I’m already overloaded. Where will I find the time?

Source: Gartner
Empower Reports to Prioritize Well-Being

Atlassian’s People-First Manager Prioritization Strategy

**Typical Approach: HR Adds Well-Being Resources**
- New training in soft skills
- Tools and guidance to help support employee well-being
- Technology to help identify employee burnout

**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
**Create Accountability For Team Health, Not Just Results**

Team Health Monitor

*Illustrative*

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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*

- **Low Empathy-Based Management**: 24%
- **High Empathy-Based Management**: 64%

When employees have high empathy-based management, they are **2.77x more likely to have high levels of organizational trust.**

**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.”

- **33%** Do Not Agree
- **67%** Agree

> “Whether or not I can work flexibly would impact whether I stay at my organization.”

- **45%** Do Not Agree
- **55%** Agree

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<tr>
<td>Employees</td>
<td>74%</td>
<td>74%</td>
<td>47%</td>
</tr>
<tr>
<td>n = 4,264 employees</td>
<td></td>
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</tbody>
</table>

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.
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