



CRICOS Provider 00002J



Centre for Workforce Futures WEBINAR

Redesigning Work for the Hybrid World: Opportunities for Knowledge Workers

Wednesday
23 June 2021
1-2pm

Host & MC: Professor Lucy Taksa, Director, Centre for Workforce Futures

Speaker: Aaron McEwan, VP, Research & Advisory, Gartner's HR Practice

Zoom address will be provided upon registration.

OVERVIEW

The way we work is changing. To achieve key business outcomes, HR leaders have traditionally focused on work design features believed to be organic to the office. Most organizations are striving to recreate these features in the virtual world. However, the virtualization of on-site work design is compromising employee well-being. Rather than recreate the on-site features of our past, we must redesign a model that works for our hybrid future — one that offers opportunities for improved performance and employee well-being. If the history of work starts today, and we were not bound by the assumptions of our past, how would we design work for the world we live in?

Alongside his current role, Mr. McEwan is a Fellow of the Australian Human Resources Institute, serves on the national committee for the Australian Psychological Society's Interest Group in Coaching Psychology and is an Associate of Macquarie University's Centre for Workforce Futures. He has lectured at Sydney Business School, University of Wollongong, University of NSW, University of Queensland, Griffith University and the Australian College of Applied Psychology and was a member of Innovation Nation, a cross-industry initiative sponsored by the Office of the Prime Minister to elevate Australia's reputation for entrepreneurship and innovation.

SPEAKER

Aaron McEwan is a VP, Research & Advisory for Gartner's HR Practice, based in Newcastle. He is a behavioral scientist and coaching psychologist and was recently named a Top 100 Global HR Influencer by Engagedly. Aaron he also advises on HR structures, operating models and helps leaders manage their most critical relationships across the c-suite and board.

REGISTRATION:

<https://www.eventbrite.com.au/e/153238345015>

Zoom will be available upon request.



Centre for
Workforce Futures



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Redesigning Work for the Hybrid World

Opportunities for Knowledge Workers

Aaron McEwan

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



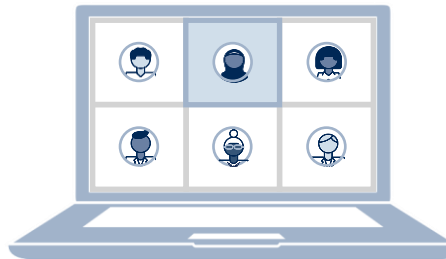
“Everyone is in their own environment.”

Loss of Visibility

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

“Everyone’s work patterns are obscured.”

Loss of Serendipity



“Everything is scheduled.”

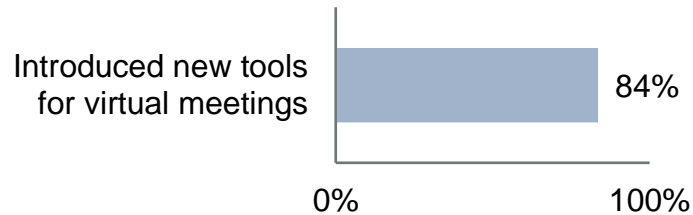
Organizations Duplicating Office-Centric Design

Methods of Recreating Features of the Office

Percentage of HR Leaders

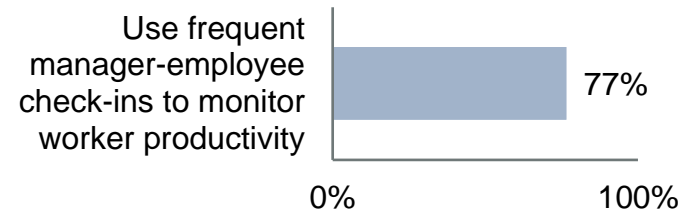
Recreate **Consistency**

Virtualizing Onsite Practices



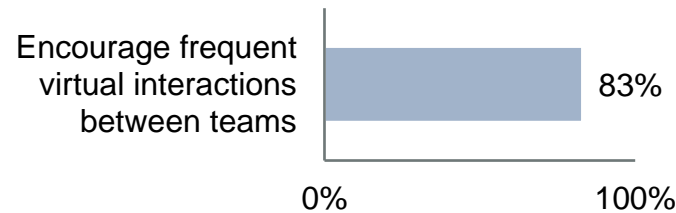
Recreate **Visibility**

Adding Monitoring Systems



Recreate **Serendipity**

Increasing Meetings



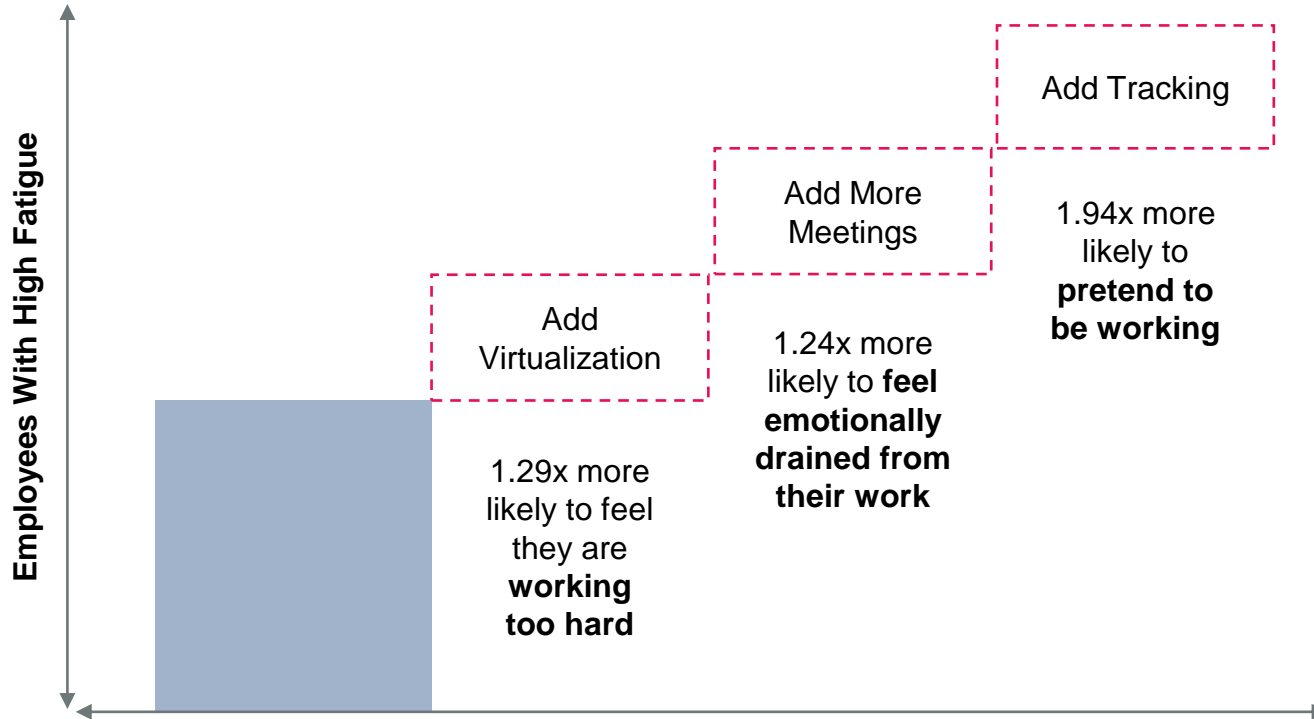
n = 75 HR leaders

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

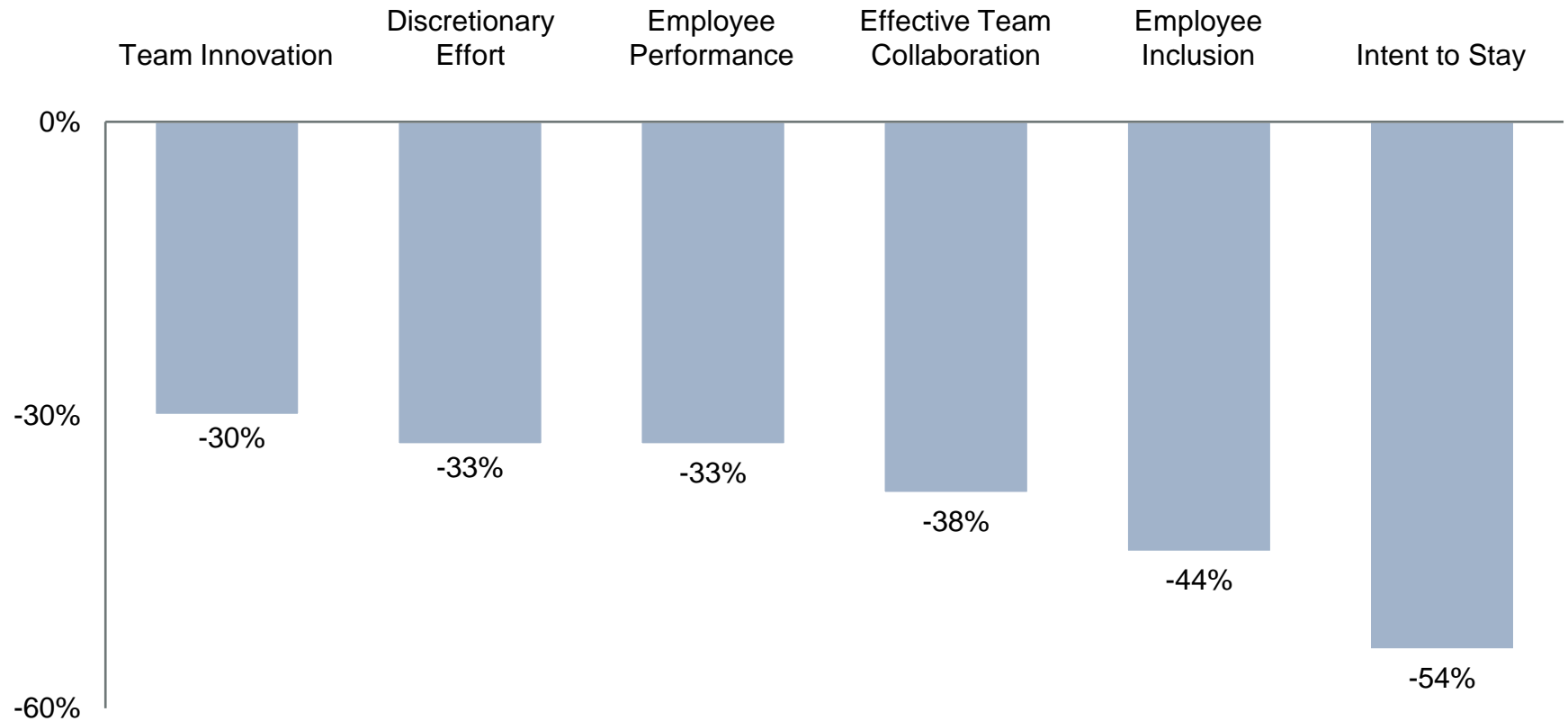
n = 951 remote knowledge workers, 633 onsite knowledge workers

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

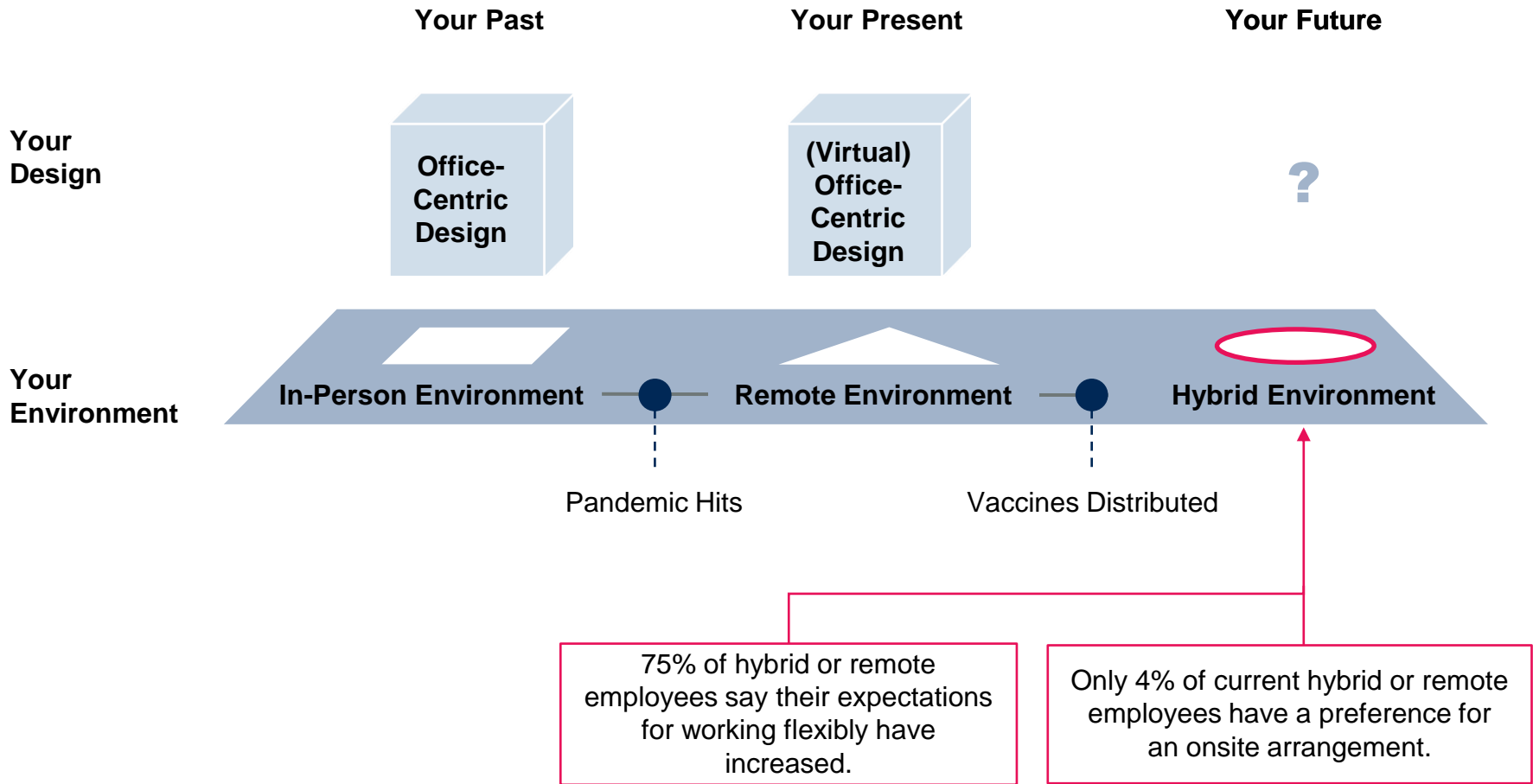


n = 951 remote knowledge workers

Source: 2021 Gartner Hybrid Work Employee Survey

The Future Is Hybrid

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

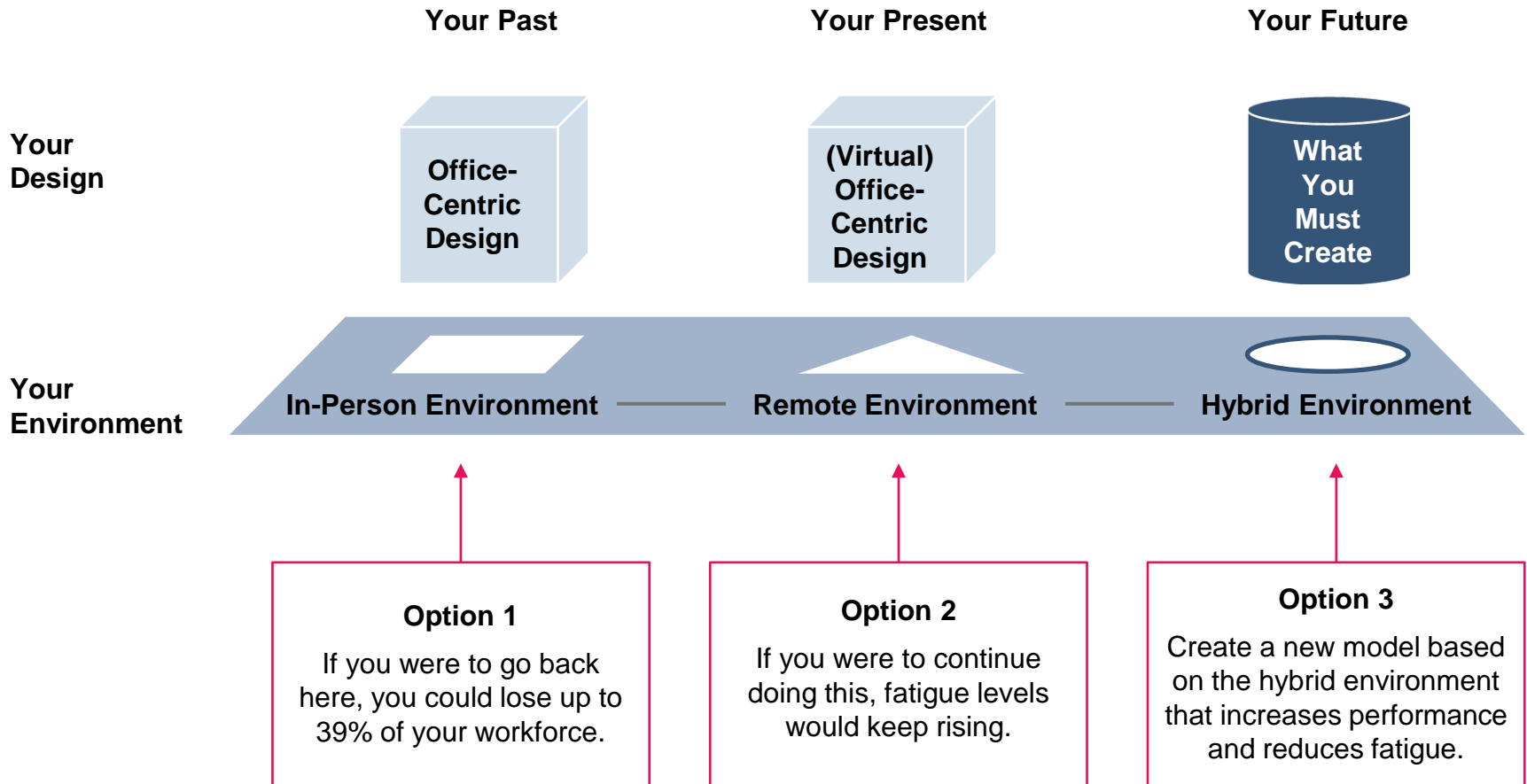


n = 2,410 hybrid/remote knowledge workers

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

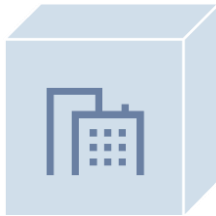
Source: Gartner

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

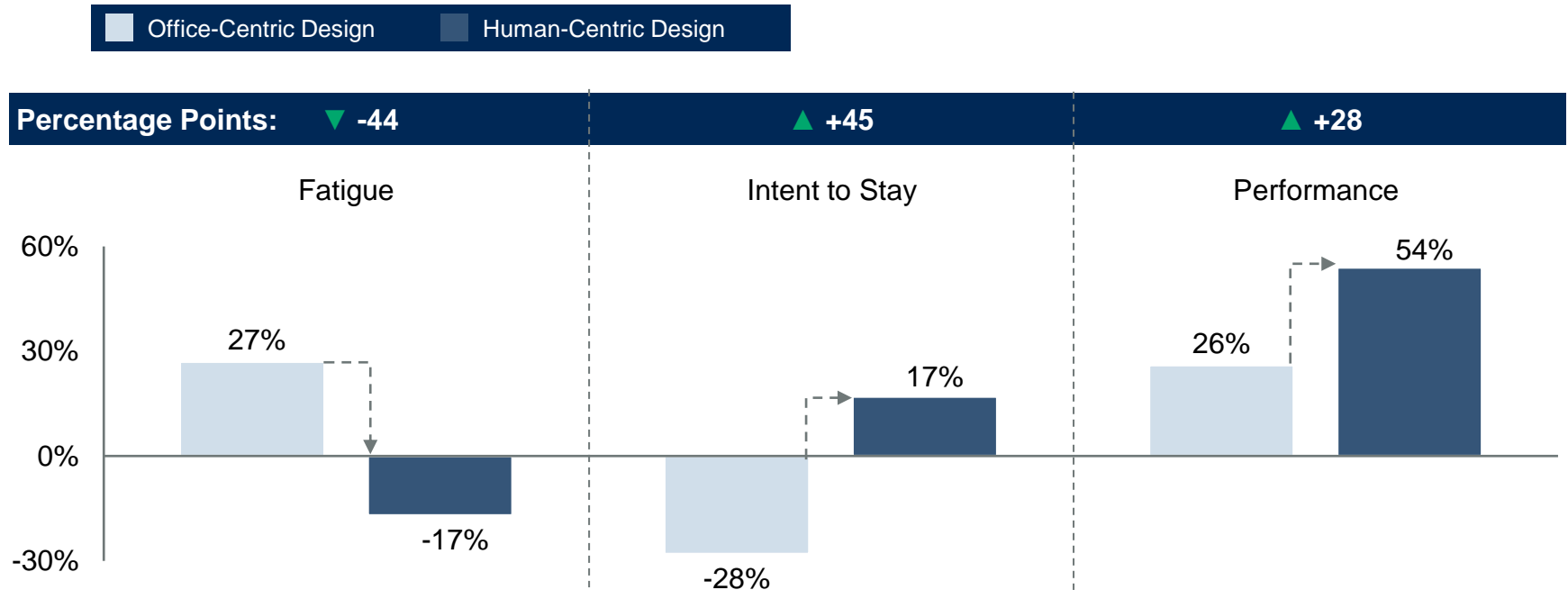
Drive **Empathy-Based** Management
Work design principle: Performance by outputs

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



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

Human-Centric Work Design

Flexible Work Experiences	Intentional Collaboration	Empathy-Based Management
<p>Equality of opportunity, not equality of experiences.</p>	<p>Innovation by design, not innovation by chance.</p>	<p>Performance by outcome, not performance by inputs.</p>
<p>Schroders</p>	<p> Dropbox</p>	<p> CISCO</p>
<p>Schroders' Employee-Driven Flexible Working Decisions</p>	<p>Dropbox's Reset Hybrid Collaboration Habits</p>	<p>Cisco's Conscious Leader Labs</p>
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		<p> ATLASSIAN</p>
		<p>Atlassian's People-First Manager Prioritization</p>

Redesigning Work for the Hybrid World

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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."

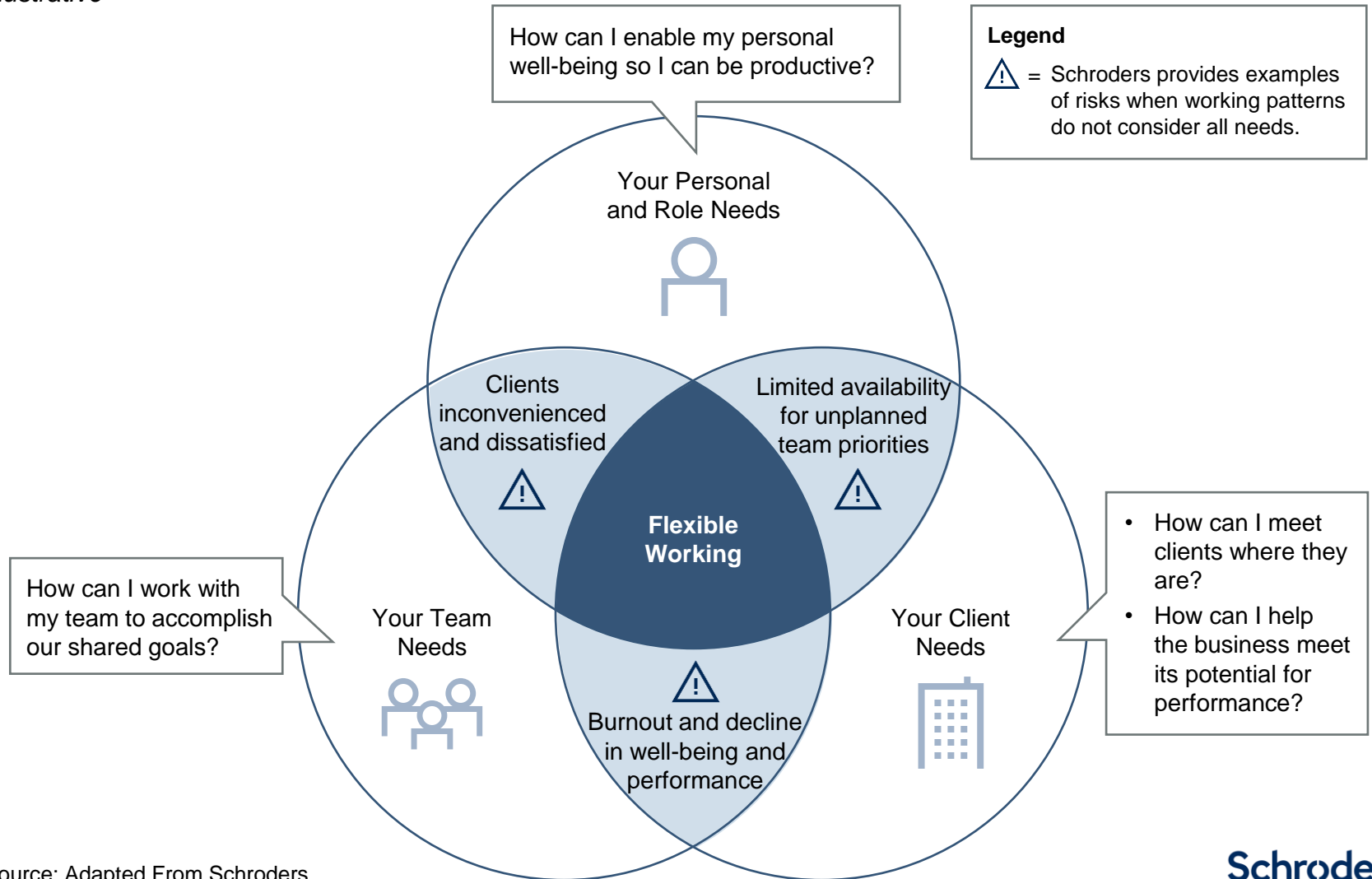
Everyone is responsible for building a foundation of mutual trust to support autonomy, safety and performance.

Source: Adapted From Schroders

Equip Employees and Managers to Navigate Tensions

Employee Flexible Working Decision Framework for Harmonizing Needs

Illustrative

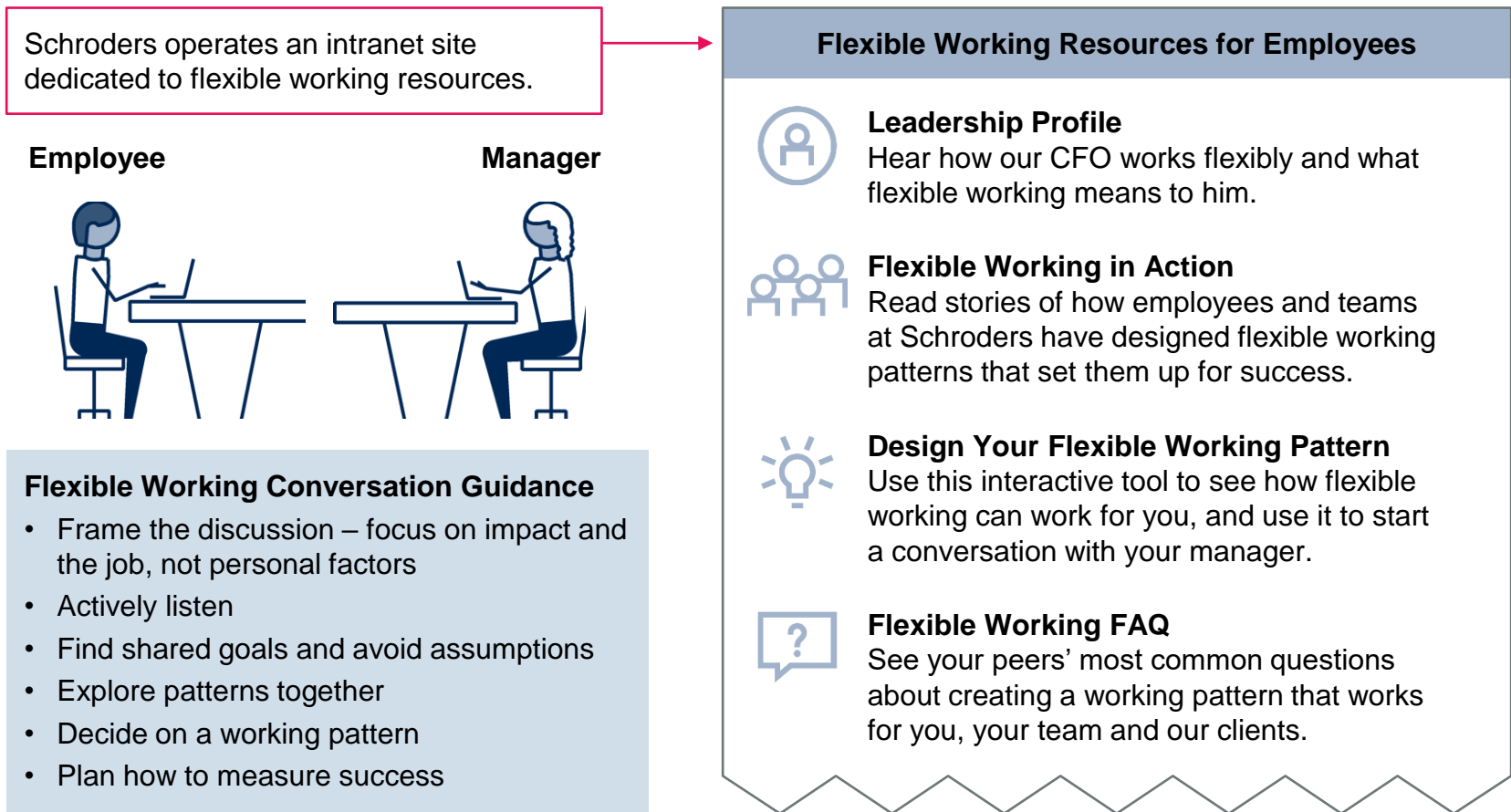


Source: Adapted From Schroders

Leaders Set Permissions and Role Model Flexibility

Tools for Creating Flexible Working Patterns and Conversation Guidance

Illustrative









Source: Adapted From Schroders

Schroders

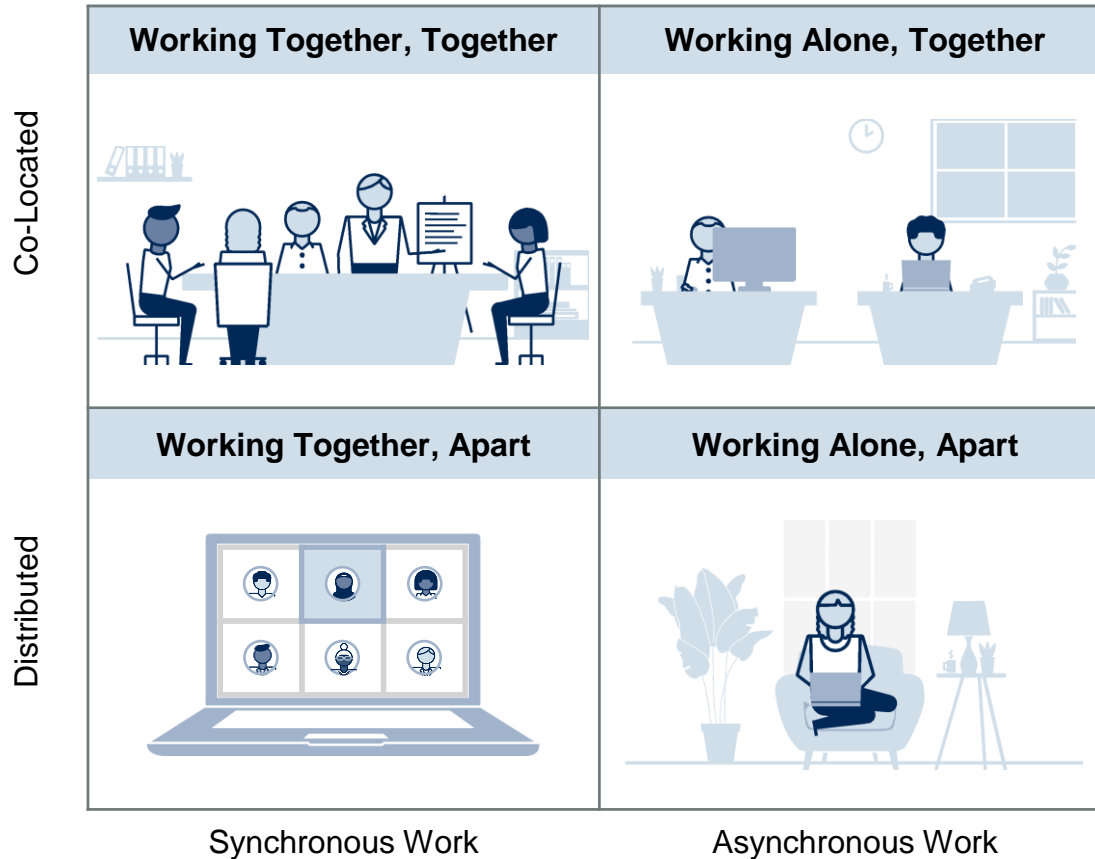
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Four Collaboration Modes in the Hybrid Environment

Collaboration Modes Charted by Location and Time-Spend

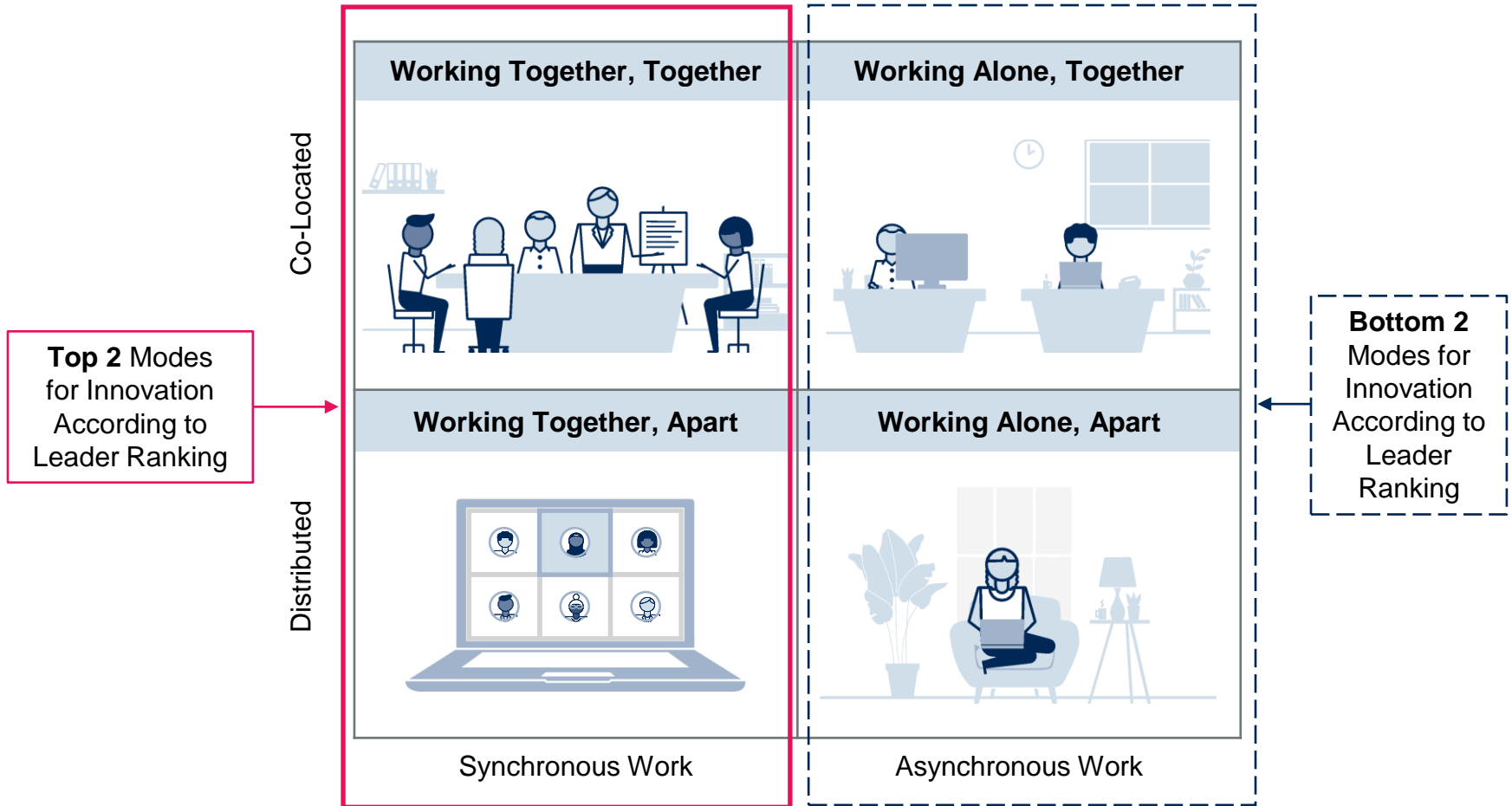


n = 75 HR leaders

Source: 2021 Gartner Hybrid Work HR Leader Survey

Synchronous Work Perceived as Most Crucial Mode

Leader Ranking of Collaboration Modes by Importance for Innovation

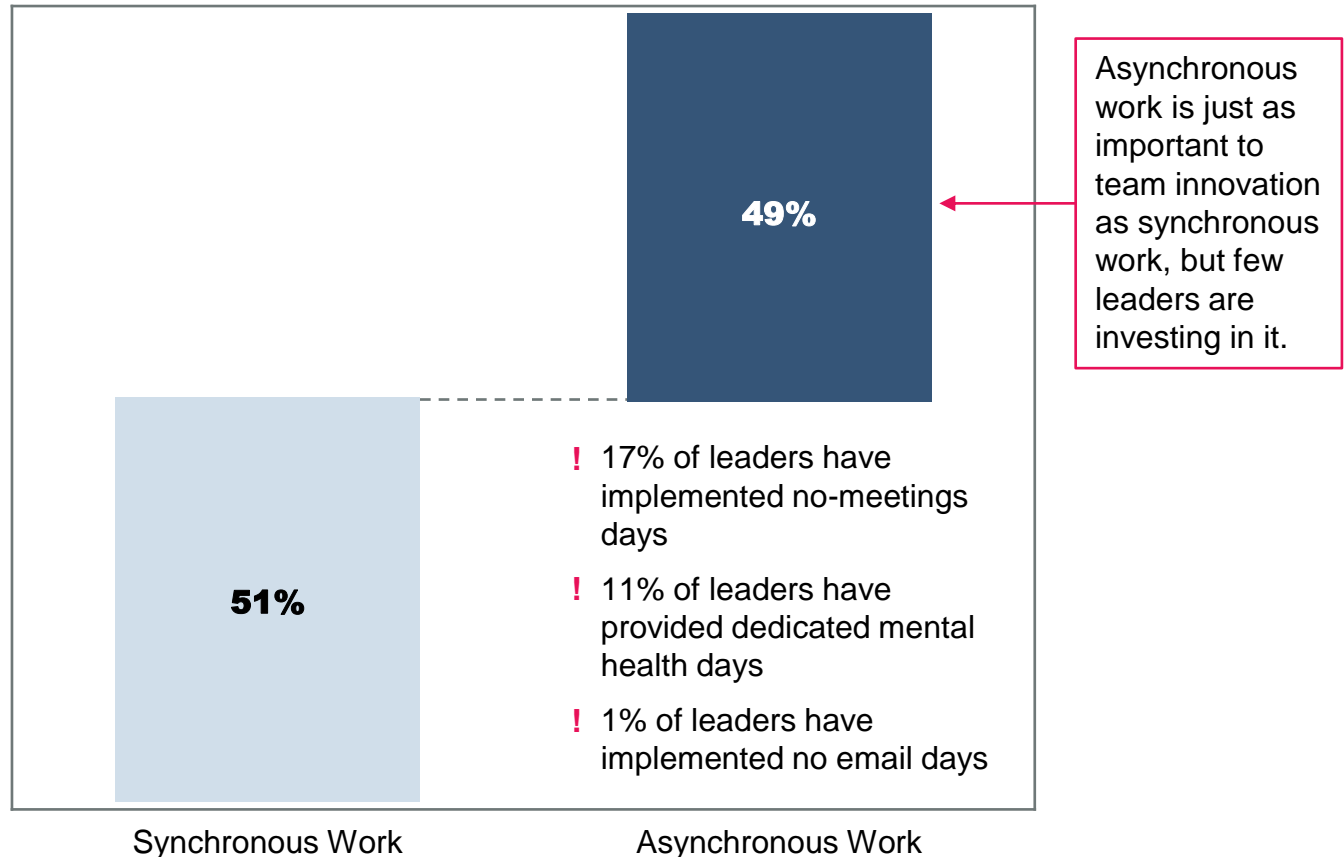


n = 75 HR leaders

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"	
8 a.m.	EMEA Meetings	Exercise	11 a.m.		
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.		
11 a.m.					
12 p.m.					
1 p.m.					
2 p.m.	Exercise		5 p.m.	Exercise	
3 p.m.	Asynchronous Work/ "Flex for Friends"		6 p.m.		
4 p.m.			7 p.m.	Asynchronous Work/ "Flex for Friends"	APJ Meetings
5 p.m.			8 p.m.		
6 p.m.			9 p.m.	"You don't need to fit eight hours of meetings into four. You need to think through if it needs to be a meeting." Alastair Simpson, VP of Design and Virtual First Co-Lead	
7 p.m.			10 p.m.		
8 p.m.		Asynchronous Work	11 p.m.		
9 p.m.			12 a.m.		

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.







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

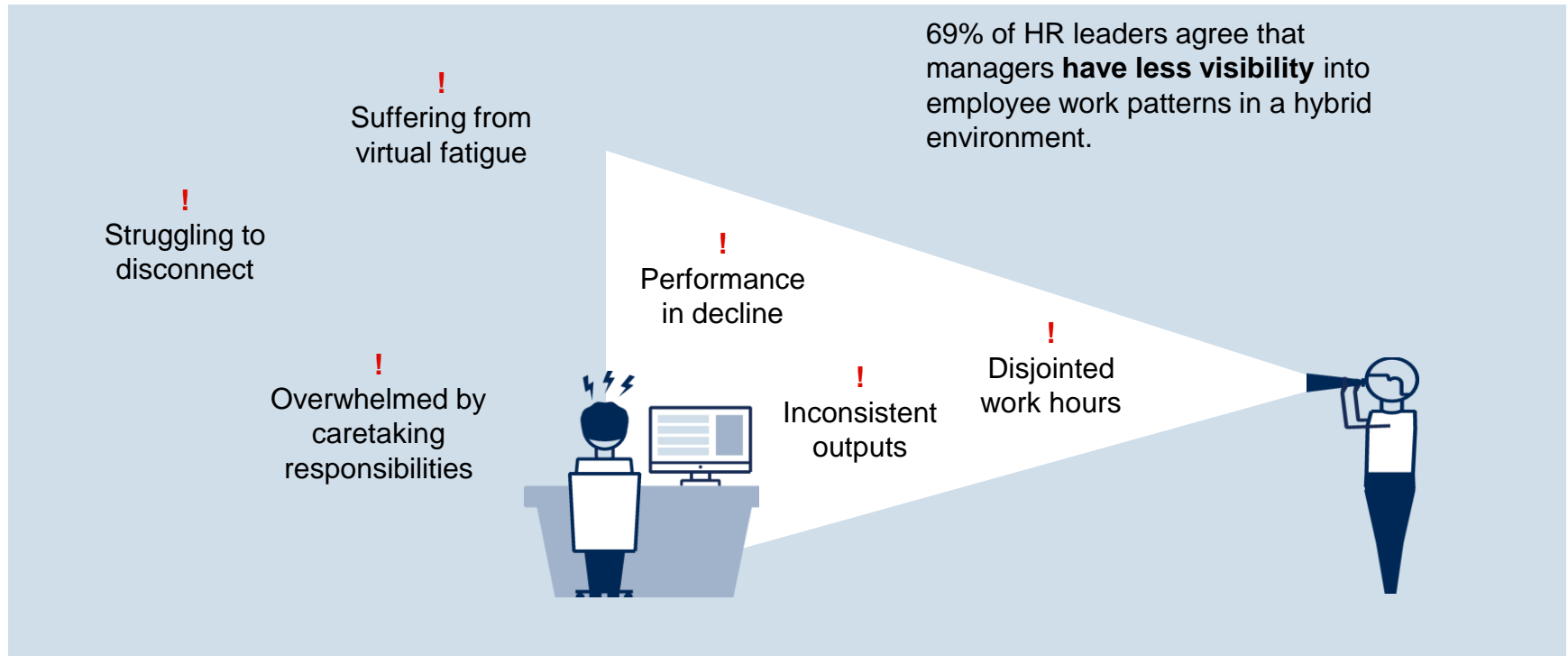
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Hybrid Changes Affecting Manager-Employee Relationship

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



Common Barriers to Empathy



Source: Gartner

Empower Reports to Prioritize Well-Being

Atlassian's People-First Manager Prioritization Strategy



“Provide
the Ladder”



“Open
the Door”

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

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

● High ● Medium ● Low

	 Heart		 Smart	 Grit
	Trust	Cohesion	Accountability	Performance
1Q21	●	●	●	●
2Q21	●	●	●	●
3Q21	●	●	●	●

Source: Adapted From Goodway Group

Quarterly Team Health Checks



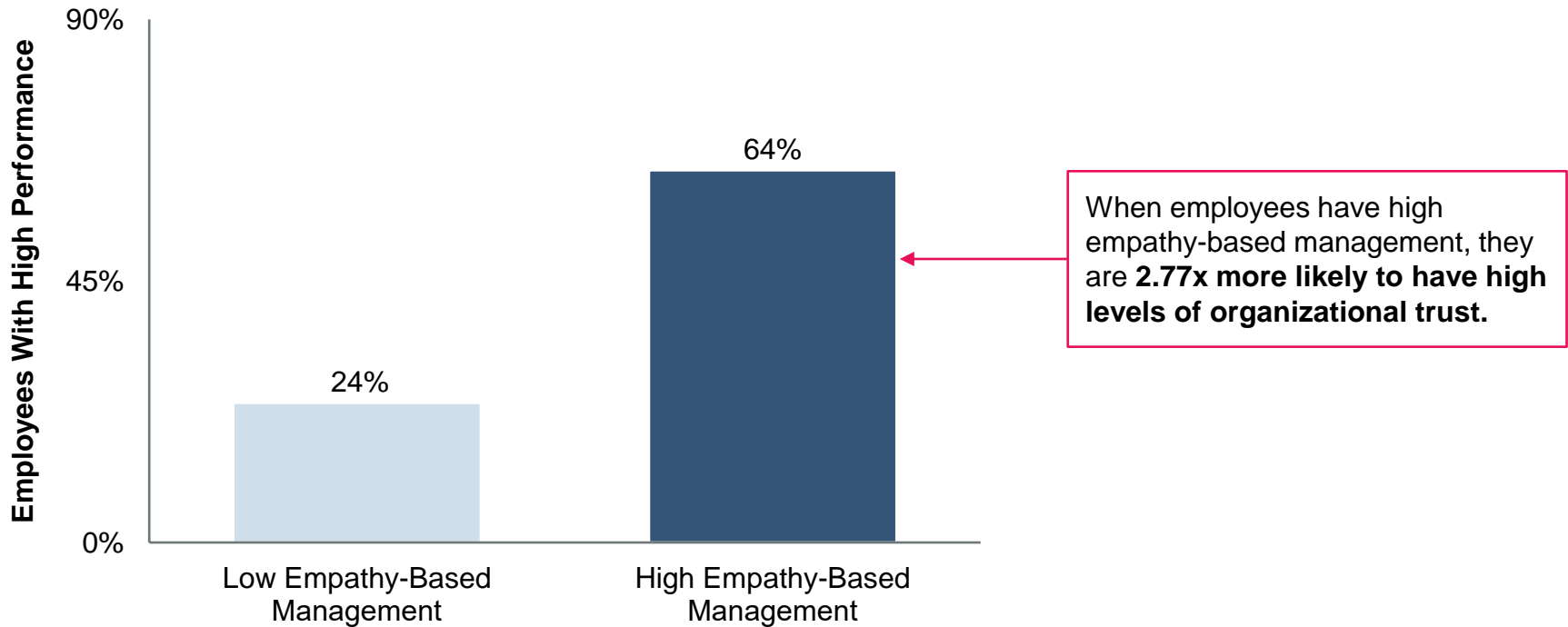
Source: Adapted From Goodway Group



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

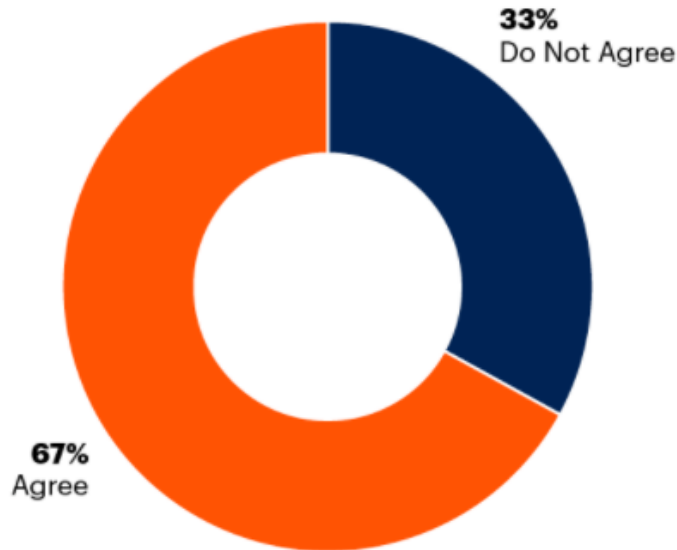
Source: 2021 Gartner Hybrid Work Employee Survey

Employees Will Need a Good Reason to Return to Offices

Employee Expectations For Working Flexibly and Intent to Stay

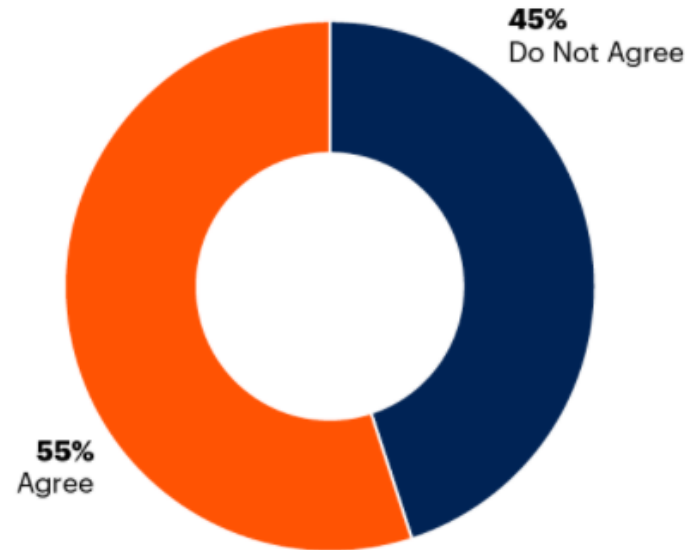
Percentage of Employees

"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