Maintaining Cooperation in a Hybrid World

- an Interactive Workshop -

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Agenda

▸ Some Hybrid/Remote working statistics

▸ Examples of how companies are reacting

▸ Discussions

▸ Best practices / Examples of working in hybrid

▸ Conclusions

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▸ According to a study by Ladders, 25% of all professional jobs in North America will be remote by the end of 2022 and will continue to increase

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66% of workers

worked at least part-time remote during COVID

81% of workers

prefer remote or hybrid work over fully

47% of companies

plan to permanently shift to more remote work

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The New HYBRID Model of Working and Communicating

The 4 Hybrid Models

Office

- **Work from elsewhere max 1 day a week**

- Need to work in the office and also from a fixed position within the office, due to technology or process constraint
- They tend to work more independently than most

Blended

- **Work from elsewhere (other sites or offices) max 1 day a week**

- These workers work best in the workplace because of the nature of what they do
- They work as part of a team/ collaboratively, meaning that they move around the office making use of a variety of work settings

Home

- **Only needs to be in the office 1-2 days a week, can work from elsewhere (predominantly home) 1-3 days a week**

- There is less functional need for these workers to be in the office
- They work as part of a team/ collaboratively

Nomad

- **Only needs to be in the office maximum 1 day a week (at most), works from elsewhere 4+ days a week**

- Location is less important for these workers – they can do their work from anywhere
- They tend to work more independently than most
- May be completely remote

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Coming in to collaborate, staying home to concentrate

- As well as retaining flexibility, Hillman says EY's people want their work to have **meaning and purpose** and are more conscious of their **need to see each other**.

- "There are a lot of requests from our people about **getting together and connecting with each other,**" she says.

- "We want to 'earn' their commute and make our offices places where people want to be and where they can **connect** with clients, with each other and with leadership. We're very comfortable with **coming in to collaborate and staying at home to concentrate**."

- EY also found that **ad hoc communication channels** such as Teams and messaging platforms were being used much more broadly in a hybrid work setting.

- "We saw a **decrease in emails** as well," Hillman adds. "One of the working patterns we picked up, and one reason why we are moving to more ad hoc communication in Teams is because **60 per cent of emails that we send go to one recipient**.

- "However, that time in ad hoc calls remains pretty low, and we think that **people are still overscheduling** and not perhaps really adapting to that more agile way of working. So, we've still got a bit of a way to go."

- The firm has also introduced **'unplugged' days** – synchronised days off for the whole team in Oceania to reduce the number of emails and missed calls waiting for them when they return to work. EY also urges employees to **only spend a third of their day on camera** where possible.

Kate Hillman, People, Place and Culture Leader for **EY Oceania**

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Remote Working vs In-Office working

▸ On one side are the many **staff** who say performing their role remotely and spending less time – and money – commuting **has improved their work-life balance**, given them more time with family and increased productivity.

▸ On the other side are **frustrated managers** at large office-occupiers who say they want to reignite their workplaces with the collaboration and creativity that comes from in-person interaction.

▸ Data shows employees are much more likely to go in on **"core" midweek days** than on Monday or Friday. The number of passengers travelling on London's underground system has slowly risen, but remains stuck about a quarter below pre-pandemic levels

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Hybrid Working and Loyalty

▸ Remote working makes employees more likely to jump ship for better pay, conditions or career advancement. **Turnover is 20% higher than pre-pandemic**, according to a Gartner survey, though some of this churn is a result of unemployment at its lowest since 1974, and record vacancy levels **putting the power in employees' not employers' hands**

▸ **Hybrid patterns increase loyalty**, rather than reduce it. "All the data says that if you rescind flexible working, employees will leave. **Flexibility is seen not as a perk, but as a right."**

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Forcing doesn't work

▸ US tech giant **Apple** circulated a memo this summer from chief executive Tim Cook telling workers they **had to come into the office at least three days** a week from September, including Tuesdays and Thursdays.

▸ A group of workers launched a petition, saying **the move risked stifling diversity and staff wellbeing**.

▸ **At least one high-level employee quit**. Ian Goodfellow said he quit as director of machine learning to move to Google partly because of the rival's more flexible working arrangements.

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What is the future of office work?

- Google has put a lot of effort into figuring out the way forward.

- Sundar Pichai, **Google's** CEO, has talked publicly about how the company is thinking about that balance.

- The company has invested in **new types of workspaces**, implemented a **hybrid work plan**, and given employees the **flexibility to work remotely** on a permanent basis when it fits.

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3 things to consider

Pichai has highlighted three things that every business should consider as they think about and create a plan to return to the office:

1. Purpose

What's the **real reason** you're bringing people back to the office?

2. Flexibility

"The thing I'm most excited about is I think **the future of work will be flexible**," Pichai said. The point is that not everyone's situation is the same, so your plan should have flexibility as a core value.

3. Choice

It's not enough to simply have different ways for people to work, you have to **allow your team to have a say** in which works best for them as a team, and as individuals.

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How can leaders figure out how to become better remote-first and hybrid managers?

- Eden's survey of 1,000 tech employees found that **84% of respondents said hybrid work was their top preference**. In fact, when asked why workers stay in their current roles, **flexibility ranked higher than pay**.

- From his experience at Eden, Du Bey (co-founder and CEO of Eden, the all-in-one HR and workplace experience platform that helps companies run smoothly) learned that **unless managers pay attention to fully remote workers, it can lead to a lack of information flow and missed opportunities to build critical relationships**.

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The biggest challenges for virtual teams

- Building trust
- Time zone differences
- Motivation drops
- Distractions
- Lack of body language
- Lack of personal connection

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5 Strategies

▸ Du Bey highlights five strategies that are <u>essential to provide equal advantages</u> to remote-first workers that in-person employees enjoy:

▸ Execute **performance management processes** that capture **360-degree feedback** so managers know how a remote-first colleague might be positively or negatively impacting others and that they do not suffer from "out of sight, out of mind" or get short-changed for their accomplishments.

▸ Establish **frequent check-ins** so that critical information flow goes to the right people and there are opportunities to build relationships with senior team members to compensate for the loss of proximity in the office.

▸ Mitigate "**proximity bias**" in which in-person workers get extra career advantages than remote workers because they form close interpersonal relationships onsite and their contributions are more observable.

▸ Provide **praise and constructive feedback** on a rolling basis throughout the year to shape a remote team member's professional development in a seamless way.

▸ Capture **feedback from remote employees** about the company, typically in the shape of long-form engagement surveys or shorter pulse surveys, so that the company can remedy any issues that are negatively impacting the remote worker experience.
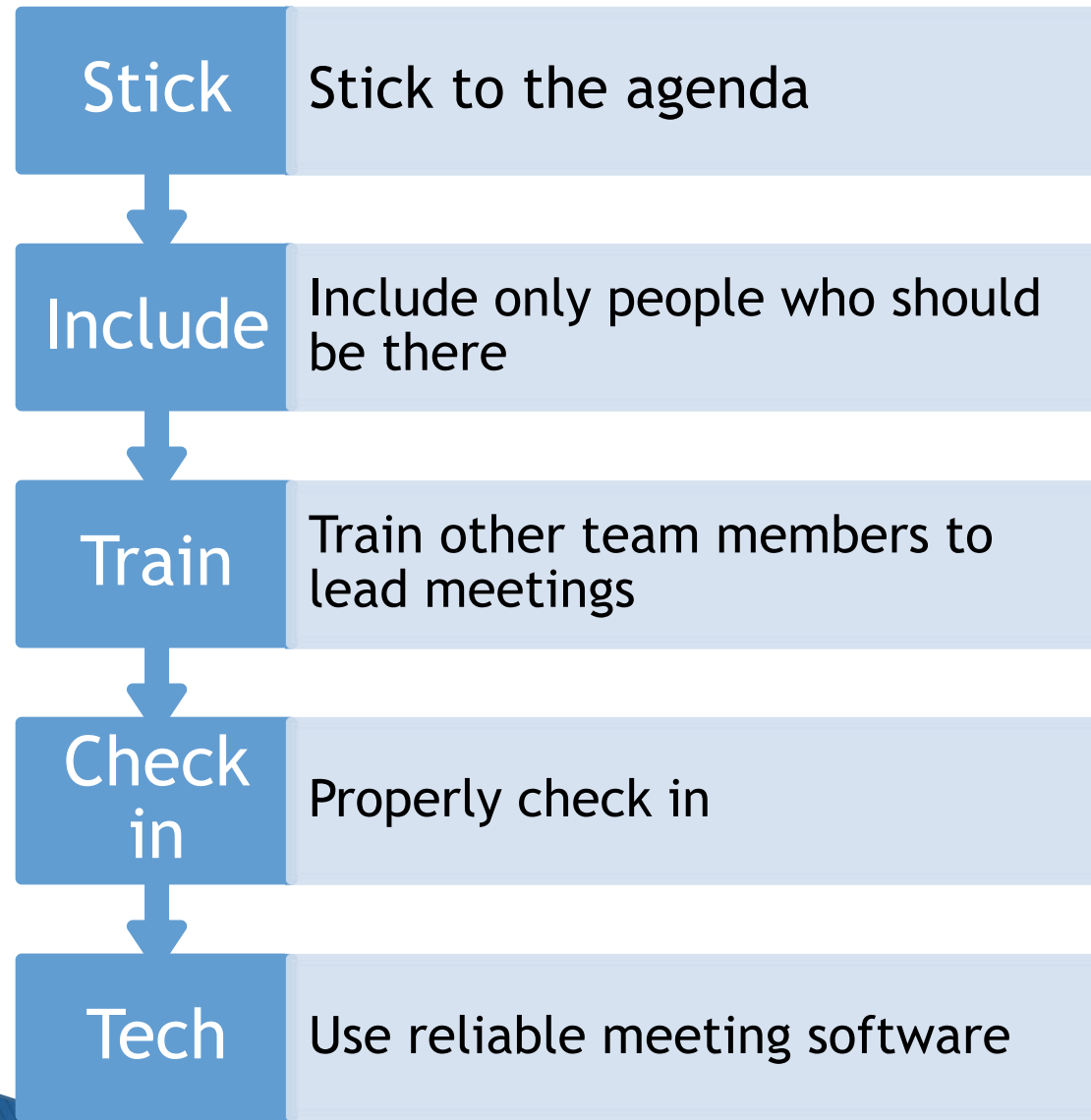
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How to end "productivity paranoia"

1. Stop worrying about whether employees are working *enough* and helping them **focus on the work that is** *most important*

2. Make concerted efforts to **rebuild social capital** and **strengthen team bonds** by bringing workers back to the office for in-person time

3. Re-recruit employees by **prioritizing learning and development** and bringing the right resources into the flow of work to close the skills gap and help both workers and the business grow.

Most important: winning employee trust and loyalty

"The hardest thing about managing remote employees is building rapport, trust and engagement" - Du Bey

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How to Improve Communication in your Virtual Team Meetings

Stick	Stick to the agenda
Include	Include only people who should be there
Train	Train other team members to lead meetings
Check in	Properly check in
Tech	Use reliable meeting software

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How to Engage and Build Trust in a Virtual Team

GET TO KNOW EACH
OTHER VIRTUALLY

SET CLEAR GOALS
AND OBJECTIVES

EMBRACE
TRANSPARENCY

KEEP OPEN LINES OF
COMMUNICATION

OFFER THOUGHTFUL
FEEDBACK

GIVE TRUST FROM
THE GET-GO

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