

WHAT HAPPENS NEXT

is hybrid working the
long-term solution?

Deciding what is best for your existing people and attracting future talent is not an easy decision. Back in early 2020 you may have thought you had the perfect solution but a year of enforced remote working has provided a lot of time for reflection.

Think ahead to 2022 and the decisions you make now could transform what your organisation looks like - both positive or negative!

If you see this as an opportunity, conundrum or simply waiting to see what others do we have created this guide to support you in your journey.



Dropbox goes 'virtual-first' with permanent remote working

Spotify Will Let Employees Work From Anywhere They Do Their Best 'Thinking And Creating'

Amazon says it expects some employees to return to the office this summer, most will return in fall

Netflix CEO Reed Hastings Is Not A Fan Of Working From Home And Wants His Employees Back At The Office '12 Hours After A Vaccine Is Approved'

Microsoft

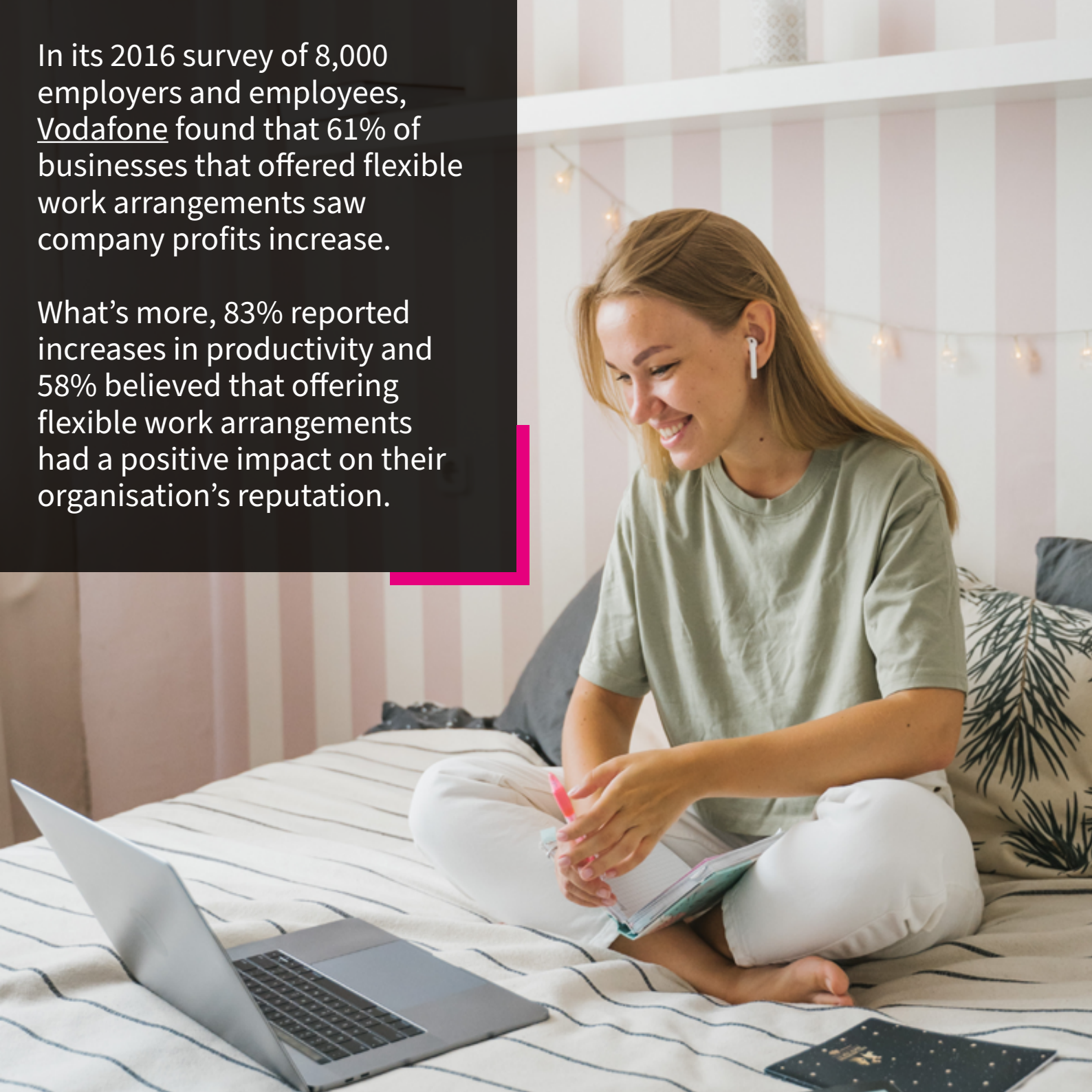
The philosophy and practice of our hybrid workplace


As offices begin to reopen, it's natural to feel at sea with what other companies are doing, and what model is best to follow.

While companies will differ in their approach based on their needs, the general consensus seems to be that flexibility is key in moving forward, especially in the creative industries.

In its 2016 survey of 8,000 employers and employees, Vodafone found that 61% of businesses that offered flexible work arrangements saw company profits increase.

What's more, 83% reported increases in productivity and 58% believed that offering flexible work arrangements had a positive impact on their organisation's reputation.





73% want flexible work options to remain, while 67% of people want more collaborative work post-pandemic, which would encourage employers to steer away from solely remote working. Clearly then, a hybrid model is the way forward.

But what does that mean for businesses?

IS THERE A RISK OF 100% REMOTE WORKING?

A wide array of circumstances can affect a person's ability to effectively work from home, including:

- access to a dedicated space for working
- stable internet
- harmonious homelife free from conflict
- access to outdoor spaces near home.

A report from RSPH found that over one in four (26%) are working from home from either a sofa or a bedroom. Without a proper support system in place comes a disparity in terms of who is able to succeed in their role, or who has the facilities to properly give their time to their work.



SO WHY IS A HYBRID MODEL SO POPULAR?

A hybrid model of working provides employees with the freedom to choose when and where they work. This can differ based on the model a specific company uses, but it could include giving employees the choice of what hours to work and whether they work from home or the office.

More and more businesses are adopting this framework according to [Hibob](#), with their survey of 1000 UK-based full-time employees finding that 42% were working hybrid, as opposed to 21% from home and 37% on-site.

Anita Williams Woolley (Organisational Behaviour and Theory, Carnegie Mellon University), believes the hybrid model makes more sense for businesses, and advocates for using this as a means of downsizing and streamlining office resources: *“If anything I’d keep the conference room, maybe get rid of some of the cubicles that nobody likes anyway, and invest in the private workspaces for the people that need to be in the office.”*

DIFFERENT TYPES OF HYBRID WORKING

ACCORDING TO HIBOB



THE 'AT-WILL' MODEL



THE SPLIT-WEEK MODEL



SHIFT WORK



WEEK-BY-WEEK



Could less visibility affect career development?

According to a survey by Gartner, 64 percent of managers are more likely to give office-based workers a higher raise than remote workers as they believe that office workers are higher performers.

So how do you ensure that employees who work less frequently in the office are not impacted? The reality is that a hybrid or flexible model needs to focus on the productivity of teams and individuals.

To support this approach, Gartner's previous analysis of data from 2019 and 2020 showed that full-time remote workers are 5% more likely to be high performers than those who work full-time from the office. On top of this, in their 2020 Reimagine HR Employee Survey, only 36% of employees were high performers at organizations with a standard 40-hour workweek. On top of this, in companies that offered a flexible model of working, 55% were high performers.



What about the culture of your future employees?

Aside from retaining employees with flexible working, offering a hybrid model could be hugely beneficial in attracting future talent.

In a 2017 survey conducted by Timewise, 93% of non-workers who want a job would prefer to work either part-time or flexibly in a full-time role, to improve their work/life balance, management of caring responsibilities, and convenience.

A more recent analysis of 20 million job applications concluded that jobs with clear flexible working options increased applications by up to 30 per cent.

It seems that no matter which model companies go with, the message is clear; offering flexible solutions and hybrid models can only have a positive impact on the business.


HANDLE WITH CARE

According to Capita, business leaders reported that 64% of their workforce are sceptical or anxious about their future within a hybrid model.

Companies have the responsibility to ensure that each employee is given the same attention and support, whether they work predominantly from an office or at home. This means refreshing their systems, increasing HR support, and increasing one-to-one time with employees to ensure everyone is rewarded and they avoid what we could call a visibility contest.

It might feel like a lot of additional work, especially when there are still a lot of unknowns, but if you are adopting a hybrid approach you need to ensure that it is not being set up to fail by your people.





“Success with a remote workforce, hybrid or fully remote, requires operational intentionality. Unquestioningly sticking to systems and processes that made an office-based model successful will doom any remote model to fail”

- **Sid Sijbrandij**, Cofounder and CEO of GitLab



GET READY FOR A CHANGE

Looking at the benefits of a hybrid work model, managers need all the support they can get when enacting this system. With no framework to go off, it's natural for there to be uncertainty around how to manage employee attendance and shifts. This is an extremely exciting shift in the way we work, and to help you manage these changes, here are some resources to help you feel confident in incorporating flexibility to your business:

Coronavirus (COVID-19): Flexible working during the pandemic and beyond

Hybrid working – Returning to the Office following the Covid-19 Pandemic

Hybrid working: How to manage remote and workplace employees

Deep dive: Seven rules for 'hybrid' remote and office working

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