MASTERING THE ART OF HYBRID WORK

A Leader's Playbook
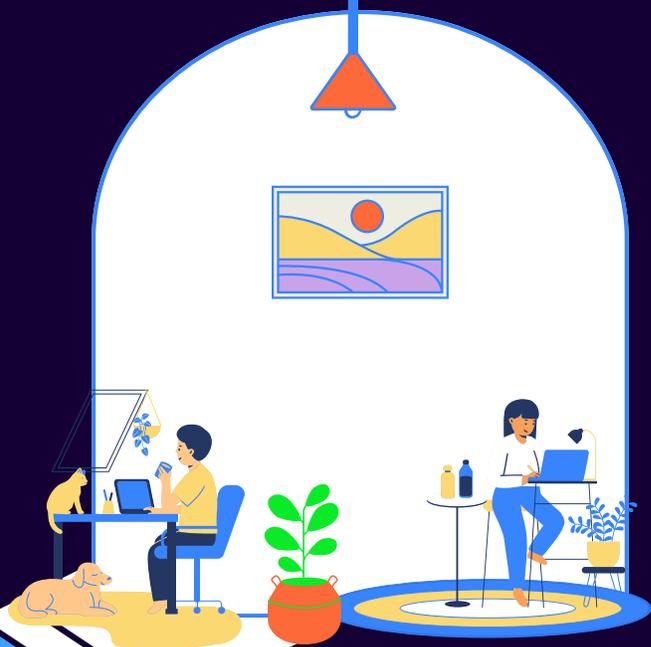
SHIFT

Is Hybrid All Hype?

The future of work is here.

Hybrid work it's not merely a passing trend, it's the present reality, and it's certain to be the future too.

Why go hybrid?

Meet today's workforce demands
Merge flexibility and efficiency
Expanded talent pool

Through a strategic blend of remote and in-office work you can offer employees the flexibility they crave while maintaining the efficiency and collaboration that your business needs. The hybrid workplace is not a temporary response to exceptional circumstances; it's a strategic choice with far-reaching benefits.

Work Locations

52% Hybrid

29% Exclusively Remote

20% On-site

Gallup, May 2023
U.S. full-time, remote-capable employees

★★★★★★☆☆☆☆

6 / 10 U.S. employees with remote-capable jobs want hybrid work

Gallup

Nearly one quarter of respondents would be willing to *take a pay cut to keep or obtain their preferred way of working.*

The Evolution of Work - workhuman*

Navigating the Hybrid Terrain

By harnessing the potential of a productive, harmonious, and globally connected workforce, you can lead your organization to success in the hybrid workplace of the future.

Hybrid Highs

Upside in productivity
- Setting better organizational and individual rituals, routines & rhythms
- Reduced commute time allowing for more work time
- Personalized work environments

Living by design, Work-life harmony
- Equilibrium between work and priorities
- Better health and well-being
- Opportunity to pursue passions nurturing personal growth

Access to global talent
- Diversity = fresh perspective and innovative ideas
- Different time zones allows for round-the-clock operations
- Opportunities for cost savings

Hybrid Hurdles

Gaps between teams & leaders
- Lack of connection, difficulty in unifying
- Dissonance and isolation
- Out of site, out of mind, negative impact on promotions

Communication barriers
- Over-reliance on email
- Too many systems / platforms
- Lack of clarity and alignment

Leaders ill-equipped and under-developed
- Leaders ill-equipped to lead from afar, but close at heart
- Difficulty to show empathy and compassion in digital environment
- Weaker relationships with direct reports
- Less serendipity moments

Designing Hybrid

Whether you need a refresh or a reset, these four key components if designed right, will boost productivity and employee satisfaction.

Focus on individual human concerns, not just institutional ones.

Jobs & Tasks

1. For each job, define "what good looks like"
2. Understand the critical drivers of productivity - energy, focus, coordination & cooperation.
3. Consider how these drivers will be affected by the working arrangements

Employee Preferences

Our capacity to operate at peak productivity & performance varies dramatically according to personal preference. Ask your team:

- where they feel most energized
- whether they have a high-functioning home office
- what their needs are for cooperation, coordination, and focus.

How Work Gets Done

1. Boost the use of tech to coordinate activities
2. Reimagine workflows:
   - Eliminate redundancies
   - Automate or outsource
   - Redesign shared spaces
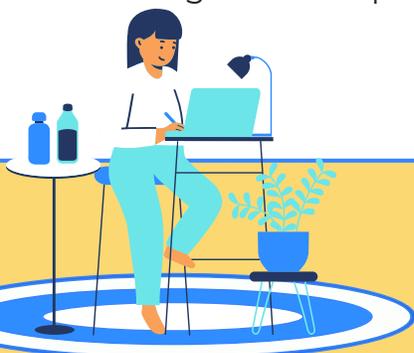
Inclusion & Fairness

To address feelings of unfairness and inequity - **involve as many employees as possible** in the design process.

Hybrid Tigers

(No, we're not talking about real tigers)

Hybrid works well when there's a collective effort to make it work well. Engage your team by creating Hybrid Tiger Teams.

What are Tiger Teams?

Cross-functional, laser-focused, highly-impactful, multi-dimensional teams designed to solve a problem or adapt your organization to a new set of conditions - in this case - they're coming up with a construct for hybrid that works for each individual, each team, and the organization as a whole.

After the Hybrid Tiger Team is assembled with employees from multiple divisions, levels, and generational cohorts - facilitate them to:

Leverage a diagnostic tool to profile and share their own working capabilities and preferences.

Brainstorm and create deeper insights into how to work together to better serve one another's needs and those of a company as a whole.

Engage in a half-day virtual "hackathon" to pitch ideas to the CEO.

Once the plan is decided upon, work with the necessary teammates to integrate it organizationally, measure progress, and adjust.

To learn how to assemble and operate a Tiger Team, download SHIFT's Tiger Team Playbook

Leading through Hybrid

While everyone's had to adjust, the transition to hybrid has been the most difficult on leaders.

Most weren't ready for the future of work to arrive so quickly - changing where we work, how we work, and how we feel about work.

This rapid change has brought massive disruption causing disconnect, dissonance, and division between them and their teams.

Where We Work	How We Work	How We Feel About Work
• Shift to hybrid • Changing protocols • Disconnect	• Rapid emergence of AI • Ineffective digital tools • Meeting proliferation	• Productivity paradox • Trust levels • Disengagement

Where We Work
- 63% work in hybrid environments
- 65% are looking for a new job

How We Work
- 252% increase in meetings
- 95% are unclear on the strategy

How We Feel About Work
- 75% feel isolated
- 33% lack trust in employer
- 68% are not engaged

Talk the Hybrid Talk

1. **Dynamic check-ins: Stay in the loop**
The key to understanding the team's needs, challenges and successes in this hybrid work environment; stay informed, adapt and support, build relationships

2. **Open mics: Share, shine, and succeed**
Platforms for recognition and idea sharing are paramount; share insights, celebrate achievements, cultivate innovation

3. **Feedback frenzy: Keep those channels blazing**
Essential to improvement and growth; establish regular feedback loops, drive continuous improvement, fuel performance

> "The more frequently employees check in with their managers, the more psychologically safe they feel."
>
> Of employees that check in with their manager weekly, **49% report being highly engaged.**
>
> The Evolution of Work - workhuman*

6 Best Practices for Effective Communication: Remote Work and Beyond

Best Practices for Optimizing Ones-on-Ones

Cultivate a Kickass Culture

1. **Virtual fiestas & face to face fests**
Deepen unity and community by bringing the team together in different ways, ensuring opportunities for everyone to participate

2. **Celebrate loud, proud, and often**
Drive a culture of appreciation and foster motivation by recognizing more than just achievements, think milestones, contributions, life events

3. **Culture isn't in the office; it's in the vibe**
Nurture the collective vibe, values and attitudes shared by the team to help your culture transcend physical locations

> Employees who work in organizations that celebrate life events have higher psychological safety."
>
> They're also more likely to recommend the organization to a friend (86% vs. 66%) and more likely to be highly engaged (43% vs. 28%).
>
> The Evolution of Work - workhuman*

Cultivating a kickass culture requires intentional effort and a commitment to creating an environment where employees feel safe, valued, and motivated.

Remote System of Management

A guide to help you establish effective rhythms, routines, and rituals that create order, consistency, and connection across your team

1.

Collaboration that's seamless, not senseless

Review your tools and software to ensure they integrate seamlessly, unify communication, and are designed for hybrid teams

2.

Project tracking: less chaos, more clarity

Clarity and alignment is the name of the game when it comes to project management.

3.

Monitor with mojo: Tools that empower, not overpower

Tools should create clear visibility across projects, allow for task assignment, setting deadlines, progress tracking, and real-time updates

AI and Your Business: How to Unlock the Power of Artificial Intelligence
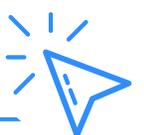
Well-being isn't a Buzzword

1. **Life-Work harmony is the new anthem**
Encourage a successful integration of personal life and work by promoting flexible working hours and helping employees set and communicate clear boundaries

2. **Resources that rejuvenate**
Offer resources and programs to support employees holistically, helping them to sustain a thriving life through their career, relationships, finances, community and mental and physical health

3. **Breaks are not lazy, they're legendary**
Recognize that breaks are essential for mental clarity and productivity, build in breaks or vacation days to promote rest and rejuvenation

> "
> ...teams that believe their organization cares about their wellbeing perform better on a number of metrics, including customer engagement, profitability and productivity, turnover, and safety incidents.
>
> Gallup

Remote Work Best Practices
Best practices to help you stay healthy, connected, and engaged while working remotely

The Hour of Power
Activate a weekly routine that empowers you to methodically approach each day, prioritize what's most important, and connect your actions to your desired outcomes and goals.
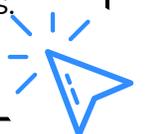
Hybrid is Here to Stay, So Choose to Shine

The playbook you've just explored provides a range of of recommendations, along with resources and tools to take action now and the SHIFT team is available to partner with you. Together we can refine your strategy, prioritize areas for action, and maximize your team's engagement and impact.

Make It Happen - Top Must Dos

> ### Keep the Feedback Flowing
> Create a stage for every voice and ensure your team is heard, celebrated, and valued. Encourage a culture of open feedback and ensure that all perspectives are given a platform to be heard on a consistent basis.

> ### Review, Revise, Rock Again
> Continuously assess your success by tracking key metrics that reflect your organization's goals and objectives in the hybrid workplace. Embrace change with grace and confidence. Learn from your experiences and adapt, always striving for improvement.

> ### Stay Ahead of the Hybrid Curve
> Stay up to date with the latest technologies and strategies in the evolving landscape of the hybrid workplace. Be adaptable and open to evolution, welcoming change and innovation with enthusiasm.

> ### Get Some Help; Partner Up
> Check out the ways SHIFT can support you to create a world-class hybrid work environment. Whether it's leveling up your leaders, facilitating Tiger Teams, or being your on-demand advisor, we're here to help!

> "The secret of change is to focus all of your energy, not on fighting the old, but building the new."
>
> **- Socrates**

How SHIFT Can Help

We specialize in developing tailored strategies to help companies seamlessly navigate and excel in the hybrid workplace, fostering collaboration, productivity, and employee well-being. Let us be your trusted partner in shaping the future of work.

Hybrid Health Index

Maintaining a healthy and productive hybrid workplace requires continuous assessment and adaptation. The Hybrid Health Index is your compass for navigating the complexities of this work model.

Digital Manifesto

Improve digital mindset, presence, collaboration, teamwork and clarity by engaging your team in defining your digital culture and co-creating a Digital Manifesto.

Latch

A video based engagement platform for hybrid work. Unify your people into aligned and inspired action through context driven surveys, video messages, and engagement prompts.