Hybrid Work Management

Tags: *#remote-work #covid-19*
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Dialogue

The stats:

> Harvard Business Review: "Some 30% said the best place was their homes, and the remaining 55% favored a mix of home and office—a hybrid model." IDEO: "80% of people expect their organization to adopt a hybrid work structure." The Atlantic: "More than half of respondents said they'd ideally split their time between home and office (Only 19 percent said that full-time remote work was their ideal setup.)

Avoid an unfair, two-tier system

Focus on remote first culture

- Hyflex

Track and over-communicate

Run hybrid meetings effectively

Point --> conduct all meetings online.

- Breakouts - Tsedal Neely's point -- don't refer/brand people as a group or location
- Example from this week

Batch meetings

Point --> Be cognizant of offline decisions

Don't ignore team building activities

Define Success Factors and KPIs

What have you changed your mind on?

Quotes

Highlight [page 4]: Many surveys have been published about the fact that working professionals prefer a hybrid work arrangement that mixes home and office work. Here are just a few of the findings: • Harvard Business Review: "Some 30% said the best place was their homes, and the remaining 55% favored a mix of home and office—a hybrid model."2 • IDEO: "80% of people expect their organization to adopt a hybrid work structure."3 • The Atlantic: "More than half of respondents said they'd ideally split their time between home and the office. (Only 19 percent said that full-time remote work was their ideal setup.

Highlight [page 9]: The closer you are to the set office hours range on the spectrum, the "more synchronous" the work is. Synchronous work means that your team members need to communicate and collaborate closely in real time to get their work done.

Highlight [page 12]: When analyzing your team's hybrid arrangement, you should consider two separate but interrelated perspectives. The first is the job perspective, and the second is the employee perspective.

Highlight [page 13]: Consider how much time your team members spend on focused activities compared to team collaboration or on-site activities. In other words, think about how much time your team members need to spend on a task to focus on it (i.e., alone time) and how much time they need to spend collaborating on a task with their team (or spend time in the office for access to on-site resources).

Highlight [page 13]: As you think through your job perspective analysis, keep in mind that functions and roles within an organization are not all equal. For example, lab technicians require a lot more on-site presence due to the need for access to lab equipment than social media analysts, who can comfortably conduct their job remotely.

Highlight [page 15]: Finally, conduct job perspective analysis assessments by leveraging team surveys, discussions, interviews, or workflow audits. You might already have some information as a team manager, but you can use those assessments to gather additional information or even validate what you already know. One point of caution here: You can easily go overboard and get very detailed with your analysis. For example, you could break down job tasks and workflows to the minute. However, this is unnecessary and will take way too much of your time and effort. Instead, focus on an 80/20 analysis, where you look at the 20 percent of information you need that gets you 80 percent of the results.

Highlight [page 16]: You also want to look at your team members' different career needs and requirements from a hybrid perspective. Some people would prefer more remote work, and others might prefer more on-site work. Here are a couple of examples. Mila, a 21-year-old who recently graduated from college, lives close to the office and prefers to be on-site because it might get too noisy in the small apartment she shares with her roommate. Most importantly, she's early in her career, and she'd like to meet up and connect with other employees at the office to build relationships. On the other hand, Anuj, a married 45-year-old with three kids, lives an hour away from the office and has

been at the company for 17 years. He prefers to work more from home because he has already established good working relationships with his team and can get more focused work done remotely. So avoid making any assumptions about your team before you understand their specific career needs.

Highlight [page 18]: Look at your organization's structure and think about where individuals and teams fit (leverage the hybrid work model chart we covered earlier). Some teams could work from the main office or satellite office during set office hours because the individuals within that team need to work synchronously and frequently meet face-to-face. Other teams or individuals might be more flexible on working from anywhere and at any time because there are no policy restrictive issues, and the team works mostly asynchronously. So avoid forcing a "one-size-fits-all" solution for your entire team or organization.

Highlight [page 18]: Consider Multiple Options Think through multiple options that work for your job and employee requirements. Here are a few things to consider. Weekly/ Monthly/ Quarterly/ Yearly Plans What will your hybrid model look like on a weekly, monthly, quarterly, and yearly basis? You don't need to have an arrangement for each timescale, but it's worth the effort to think through all of them. For example, your weekly plan could be that the team will work three days from the office and two days from home. Your quarterly plan might be that the team will have a three-day off-site in a satellite office for the entire department. And for your yearly plan, it could be that the whole company will get together in the office at an off-site location for a week. Potential Employee Exceptions How will you handle employees with special circumstances who need to spend more time remotely than other team members? For example, if your weekly team plan is Monday to Wednesday from the office and Thursday and Friday from home, but one employee has to be a primary caregiver to an elderly parent at home on Wednesdays, how will you address that exception? Will they be able to skip that day altogether? Or would they make it up by showing up to the office to work with another team on Thursday? Those exceptions should be considered part of your plan so that you remain fair to that employee and others. Flexible Workplace Opportunities What are some potential flexible work opportunities that are available for team members who are local to each other? For example, if you have a group of eight employees who all live close to each other but are a two-hour commute from the office, does it make sense to offer them a closer co-working space option that you can lease for three days a week and then save a bit on your main office real estate? Future Hiring Plans Finally, how will your future hiring plans change because of your hybrid work model? As you analyze your hybrid work arrangements, take advantage of the opportunity to reimagine how you hire going forward. Given that your hybrid model allows for more flexibility, you could open your talent pool to multiple geographies, and this could give you a huge competitive advantage because you'll be able to hire people who weren't previously considered due to their location. As you consider all these options, avoid making any final decisions at this point because you'll be soliciting feedback later on during the planning phase, and things might change based on the response you get.

Highlight [page 21]: When planning for your team's hybrid model, look at both aspects of work: your operations and your projects. Operations are your typical "run-the-business" activities that usually produce the same product or service and keep the business running. Most of your work falls typically here, and it includes things such as creating financial reports and providing technical support. Projects are your temporary endeavors that typically have a start and end date. Projects create a new service, product, or result and are usually time-bound.

Highlight [page 22]: Instead of dedicated office spaces in your existing office, repurpose some of them to meeting rooms and quiet spaces. Meeting rooms (or conference rooms) are large spaces for on-site collaboration and coordination for team initiatives. They also help with team building activities, serendipitous discussions, and training. Quiet spaces include call booths and small office rooms that are soundproof so that employees can focus or have distraction-free conversations with their remote team members. Quiet spaces can also be used as private rooms for one-on-one meetings. In a hybrid office, you'll need fewer dedicated office spaces and more meeting rooms and quiet spaces to accommodate your hybrid team's work arrangements.

Highlight [page 26]: First, be considerate of different employee needs and health situations. Some employees might have special COVID-related health issues or family obligations that prevent them from returning to the office without some challenges. Provide a safe environment for discussion where the team can talk about what's on their mind. You might want to consider a phased plan for some employees on an exception basis (if the business requirements can support it) to work more remotely for the first few months as they ease into the hybrid plan. Second, plan for your in-office health practices. For example, consider your office logistics, including capacity limits, social distancing requirements, office pathways, sanitizing stations, mask policies, and vaccine policies. You might want to consider having some outdoor meetings and team-building activities to decrease the risk of virus transmission.

Highlight [page 28]: Step Two: Run Hybrid Meetings Effectively One of the main activities you'll spend a lot of time on while managing your hybrid team is meetings, so here are a couple of tips that will help you run them effectively.

References