



# How to Hybrid: Why?

## How to Hybrid: Why?

Hybrid working is defined by the Office of National Statistics as '*a model of working which allows employees to blend working from different locations such as home, office or normal place of work.*'

What policies do companies need to have in place to make this happen? What technology? What training? How will they collaborate? How will they attract and retain staff in this new market?

### What will the impact be of not doing Hybrid well?

In a recent survey 81% of those asked said that they would want a Hybrid solution when the pandemic was over.+

42% of employees would want to use their company remote working policy to work from abroad\*

Only 42% of employees declare themselves 'thriving' when talking about the future of work\*\*

83% of workers prefer the hybrid model\*\*

Before the pandemic, 81% of people said that flexible working made a job more attractive ^

50% of people said they would leave a company due to poor technology experiences^^

33% of people report that they will look for new work if they don't have a choice of where they work"

+ ONS, \*Hubble 2021, \*\*Accenture 2021 ^Future Heads, ^^Adobe State of Work 2021, "Barnett Waddingham 2021



How to Hybrid:  
Why?

How Hybrid will your organisation be?

How Flexible will your organisation become?

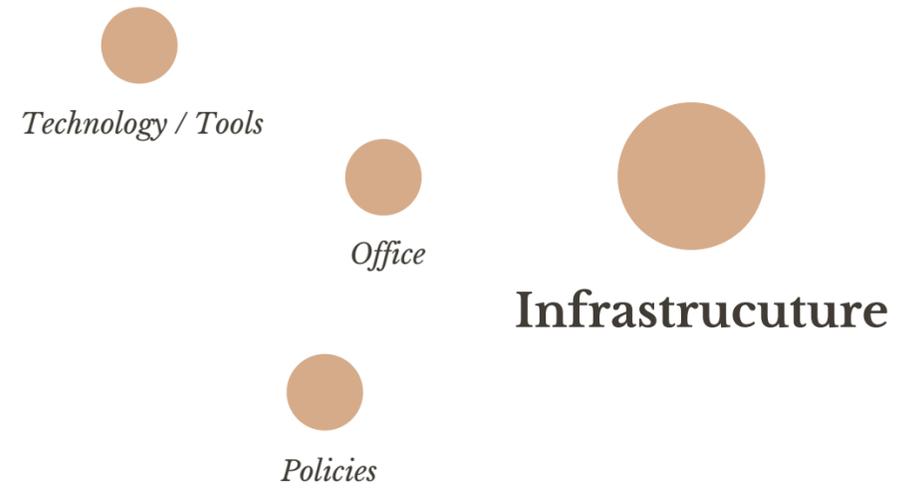
Recently Apple announced that they wanted everyone in the office 3 days a week on a permanent basis. However, in less than a day the employees had hit back with a letter pushing back on the requirement. The Chairman of Goldman Sachs has said that remote working is an 'aberration', Salesforce has declared that the days of 9-5 are over and Deloitte have declared that employees can work 'anywhere'.

Whether you want to implement hard and fast rules, or want to be more flexible, the direction you take at the top will lead to lots of decisions being made within your business.

Those decisions might have far reaching side effects and long term impact.

To make Hybrid working work requires buy-in and commitment from both the leadership and the workforce.

# How to Hybrid: Infrastructure





## Hybrid Policies

Thinking about the policies around Hybrid working can be a useful exercise. Whilst I am more in favour of a flexible approach, some clarity around expectations, acceptable patterns and ways of working can help with consistency, avoid favouritism and avoid claims for discrimination.

### **Things to consider in a Hybrid policy:**

- Expectations around days in the office / home
- How to request changes to working practise
- Technology requirements - e.g. fast broadband
- Expenses policy - when can people claim for travel / home office costs
- Vaccination expectations - exemptions
- Having dependents at home - ensuring adequate care to avoid distractions

To ensure engagement it is best practise to engage with staff to understand what would be helpful to them, helpful to leaders and practical to administer and manage.

Once you've engaged and made your decisions, then ensure that you communicate it widely.

Consider the 'What's in it for me?' question when drafting any communications. Explain the reasons 'Why?' in areas where there might be contention.

Ensure the policy is fair to both those at home, in the office or those mixing both arrangements. Consider all groups within your business: new joiners, those with health issues, pregnant women, new families (Paternity / maternity / adoption), newly promoted staff, long servers.

Ensure that the policy is just as fair for those with no dependents as to those with children.

Where needed take advice from Employment Law specialists or HR Consultants.

Some companies are offering incentives to come in to the office with free food, games and relaxation spaces amongst some of the ideas.

Some are taking a firmer line with expectations being much more strict, requiring people to be vaccinated and to be in the office no matter what.

What ever line you take ensure that you are fair and you are not leaving your organisation open to claims of discrimination.

## Hybrid Technology and Tools

At the start of the pandemic very few of us had even heard of Zoom. Now we are all 'zooming', we have had 'zoom fatigue' and we are 'zoomed out'. It's the technology such as Teams and Zoom that have enabled many of us to keep working at full capacity all through lock down. In fact some businesses have noticed higher levels of productivity as time wasted travelling to meetings, lost through interruptions and coffee machine chit chat were no longer a factor. However, 80% of people in a recent survey had experienced problems with video conference facilities, with an average of 18 minutes lost at the start of meetings.\*

With Hybrid here to stay, now is the time for an honest review. Even if the majority of your workforce do return to the office, it is likely that an element will remain working in a more flexible way. Make sure that you don't lose time, goodwill and performance through poor technology experiences. You may well be considering continuing to use technology for areas such as recruitment, previously always done face to face. You may have 'got by' with a temporary 'this is only for the pandemic' solution. If Hybrid is here to stay are there areas that need a longer term technology overhaul?

### Technology Checklist

Does it all work? Really?

Have you assessed performance? Have you asked staff for feedback?

Have you tested it recently? Have you asked staff to have a minimum speed of wi-fi at home?

Can people access everything they need to from home / office?

Can people collaborate successfully? Do you have access to collaboration tools like Miro / Teams?

Is everyone trained? Can people use all of the features that the technology offers?

Are people trained on how to work and communicate remotely?

Can people access work tools when working off site / client site?

Is the hardware up to the job?

Do you need more bespoke solutions for recruitment, recognition, training?

\*LoopUp 2021



## The Hybrid Office

What are you going to do with the large office space you have? You may have already been thinking about how you will use the space. With hybrid working, it is unlikely that you will want to use the space in the same way as you always did. If some people will remain at home for some, or the majority of their week, what will entice them in to the office? Some large organisations are using what I am calling the 'novelty factor' with promises of free food, after work drinks, games and competitions.

But what is REALLY the reason you want people to go in?  
And what is the reason that they REALLY want to go in for?

Many people have reported that they are more productive when working from home, with less interruptions and more focus on the task in hand. Others are reporting that they are desperate to return for interaction, socialising and company, noticing that their mental health suffered when at home. Businesses are reporting that some of the collaboration, innovation, atmosphere is lost because people are not working together as a team. So using the office as the collaboration, communication, connection space can be the best use of space.

Will we see the death of the banks of seating and cubicles?

Could hot desking be dead with the idea of sharing desks with others off-putting unless there is a very vigilant cleaning regime in place?

How can you reimagine the space?

What conversations and collaborations do you want to take place?

Do you want more team gathering spaces?

Relaxed spaces to chat informally?

Meeting rooms for 121's and private conversations where they need to be face to face?

Utilisation of office space is already a hot topic, with some businesses reporting that to ensure the space is used to it's optimum, rota's might need to be employed to ensure that the office is used all week round, or risk an empty office on Monday's and Friday's. Implementing these policies need to be considered with care, because insisting on rota's might fly against a flexible, more human approach that you are trying to achieve culturally. People trying to make plans with childcare, school pick up's, family and social arrangements might not be able to make flexible arrangements that match a rota so easily.

The at home office may also need a review at this point. If the home arrangement is to stay, making sure that people's home working set up is adequate for the long term is worth doing.

Working on a coffee table and a sofa is not good for health, even on the temporary table and cheap chair bought in haste at the start of lockdown, might not be fit for purpose now. From a health and safety and prevention of sickness due to bad backs, headaches and muscle strain consider the investment case for allowing people to purchase more suitable equipment. Consider this as part of your Hybrid policy.



# How to Hybrid: Collaboration



**Collaboration**



*Team Work*



*Communication*



*Meetings*

## Hybrid Meetings

Meetings can be more challenging in the Hybrid world. You might have normally set your team meeting to be Monday morning, nine o'clock. If we're all in the office, everybody can be huddled around chatting, and when we're online, everybody dialled in and we could speak to everyone in the same way.

In the hybrid world, you might have to be managing people in the room, and have people online via video. The challenge is to how to make everyone feel connected, communicate with everyone, make everyone feel heard, and for it to be fair and inclusive to all.

I was talking to someone last week who is chairing a meeting who had some people in the room and some people online. They hadn't thought about the way that they had set the room up. The screen that had the people who were attending online was visible to the Chair of the call and they kept turning to look at the people on screen, because they wanted to engage with what they were doing. However, the camera that was recording them was behind them. So every time they looked up everyone would see the back of their head! It sounds a bit comical, but actually it's those sorts of things to look out for.  
How will you set yourself up to be engaging to the room and the online attendees?

### Tips:

Plan ahead for your meetings

Thinking about the agenda and the structure of the conversation

Consider the balance of on-line and in-room attendees

How will you ask for views and opinions?

How will you facilitate discussion and ensure everyone has a turn?

If you are an attendee how will you engage?

Can you agree to use the chat facility if you have a point to make and want to be brought in?

How else can you use the technology that you have to help you?

Can you use the chat facility to help online attendees engage?



## How to Hybrid: Collaboration

### Team Work

Whilst some have reported a greater sense of connection with others during the pandemic by using the technology available, others have felt alone and out of the loop, lacking in team spirit and the opportunities that having a sense of 'team' can bring.

Hybrid working means that we will now need to manage a team or be part of a team when different people are doing different things. Before, pre-pandemic, we were mostly in the office and we knew the rules, during the pandemic we were mostly online, we had to invent new rules, like not taking your laptop to the bathroom and making sure you were 'OFF MUTE'. Now though we are starting a new world which needs new rules.

We will have some of the team at home, some in the office. Some doing the same routine every week, others keeping it varied. You might be the leader and be at home, leading your team who are now mostly in the office. You might be the only one of the team opting to stay home, or the only one opting to go in. Whichever scenario you find yourself in this is going to need some thought.

I used to love my team meetings. We'd have an agenda, but we'd also enjoy the chit chat at the start, the laughs over lunch, the post-it notes on the wall as we worked something out. It occurred to me that, were I to be in that same role now, I simply couldn't turn up and run my meetings like that. Nor could I attend meetings in the same way if I was an online participant or if I had people logging in from home.

#### **Here are my top tips whether you are a leader or an employee:**

Take some time to think about what your arrangement is going to be.

Think about the meetings / events / calls you need to host or join.

What will you need to do to make it successful?

As a host - think about how you will bring people in, how you will use the technology?

As an attendee, how will you be engaged, how will you communicate?

What things can you do in advance to make it a success? Can you prepare?

Can you ask for a slot on the agenda or speak to the host?

How will others know what you are doing or where you will be?

Do others know what your arrangement is - so that hours are not wasted on trying to find you when you are out?

What sessions would you ideally like to have in person? How can you give people notice to see if they can come in? If they can't make it how will you include them?

Consider a team charter or agreement for ways of working together.



How to Hybrid:  
Collaboration

## Hybrid Communication

Communication is always key, pandemic or not. However, communicating in a Hybrid world seems to be even more important than ever.

Engagement surveys would usually pull out communications as the weak spot - even in the strongest of teams, because simply there is **ALWAYS** more that can be done. When I am coaching leaders they sometimes say 'but I have already said this 5 / 10 / 20 times, why do I need to say it again??' And the answer is 'because you want them to hear it'.

You want messages to get through, you want them to hear what you have to say, you want the team to understand why they are doing something, you want them to know why you are changing a process or why a customer is unhappy or that you've just won a huge contract that secures the business, or that you've hired a new Director.

And how many of us think that communicating is just telling people the news, or getting the messages across? How many of us are listening to what goes on, listen to how staff are, read the warning signs in the surveys?

You ask the questions so that you can hear the answers. You want to hear what people have to say about the processes, the bosses, the leadership style, the clients, how they are feeling. Maybe they have information about the market, a staff member, a client who needs help.

## Hybrid Communication Tips

### **Consider what you want to say**

Consider what you need to know and what you want to hear

### **When will you communicate? To who? How often? Consistency is key.**

One news letter or one email from the MD is not a communications strategy.

Consider the person receiving the information - in a hybrid world we can't all be in a Town Hall and we might not all get the email at the same time. Where are they going to hear it? What medium are you giving the message in (in person, Video call, email). It will drive the tone you use.

Their first question is always: What's in it for me?

The second question is often: So What?

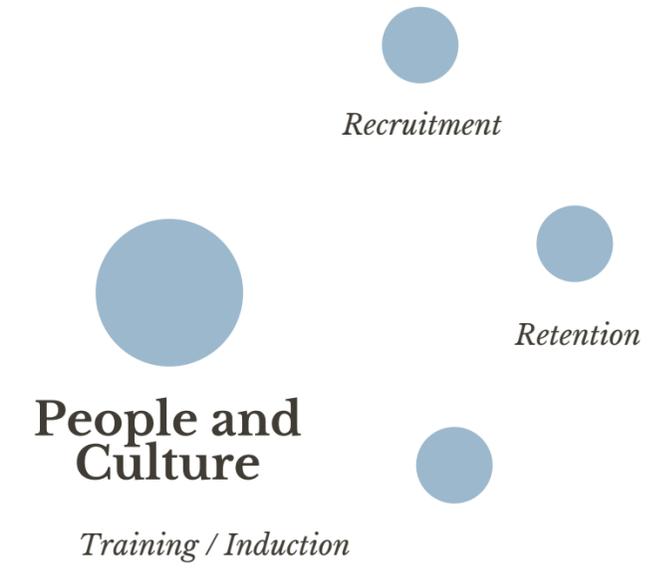
Have the answers for those questions before you send anything out.

Leaders who think about this in advance, I believe, will be more successful.

Making more plans about how they will communicate, how they contribute, where wherever they are, and really thinking about making sure that the leadership they offer considers everybody. When the next engagement survey comes out for your team, you do not want to have a two tier response. In that you get great feedback from the people who are in the office with you because you've managed to have lots of chats and conversations and a bit of a laugh with them. And then for the people who were remote they say, 'Oh, no, it wasn't very good, because all my one to ones got cancelled. I didn't get the visibility, I feel overlooked.'

Thinking about how you lead, communicate and engage is essential.

# How to Hybrid: People and Culture





## Training and Induction

The world of training and development was starting to move to a 'blended learning approach' for many years, but it never really took off as people either preferred class room training or providers insisted on it.

The pandemic has shown us that we can induct new joiners, training staff and develop people in different ways and it has forced businesses to be innovative and for learners to be adaptable. It is a tough challenge, as some people have joined organisations, had their induction and training all on-line and have yet to meet a single person in the flesh. They can feel less connected and less aligned to the culture than those who were already in the company. So how does the world of induction and training look in a hybrid world. Can you keep some of the tools and methods that were used during the pandemic? Can you create a more blended approach that increases personal interaction but keeps the costs lower and the delivery more flexible?

### **What worked during the pandemic?**

Assess what can be done online? What on-line courses maintained good feedback scores and still managed to get the knowledge across without being face to face?  
What really didn't work? What feedback did you get that you now you need to act upon?

### **What tools did you successfully use? And what might need more investment?**

New graduates might have preferred induction sessions which include some element of gamification or online sections, and you might decide to keep those and invest in them further.  
Where courses / content got poorer scores, or poorer results - review what might need to happen.  
This might not be attributable to the pandemic or online delivery. Is the content engaging whether in class or online?

### **How will you manage mixed attendance?**

How will you cater for people who are electing to work the majority from home?  
Will you have options for people to make a choice of delivery method?

What other support do new hires need on arrival. It's certainly not all about inductions and training courses.  
Many people need more introductions to the people in the business and more mentoring and support.  
How could that be improved?

For some, access to people online can be easier than trying to track down people who are travelling all the time.  
What other aspects did new hires report they were missing out on that you could use to improve things now?



## Hybrid Recruitment

The job market is hot right now. A combination of Brexit, people making different life choices after the pandemic and a reported loss of women in the workplace are all attributed to this.

How your business attracts new recruits is essential. Currently, the candidates are in charge and walking with their feet if arrangements don't suit them. The hashtag the #greatresignation was trending this week.

Recruitment is a huge topic but here are some tips on where to start:

Review your job descriptions and adverts. Are they still using pre-pandemic or pandemic wording? Do they mention fixed locations or office based locations? Do they need to state that or can you be more location agnostic?

Are you taking too long to hire?

Good candidates are getting snapped up and so if your process requires 2 written applications, 3 interviews and 2 steps for approving the job offer, you simply might be missing out because everything is taking too long. Look at your process and see how you can simplify it whilst keeping control of budget and headcount.

Perhaps you used some online tools during the pandemic to help you. Now is a good time to review what might be worth keeping and investing further in.

Using online applicant tracking tools or video application software might save you valuable time and also appeal to different candidates.

Attract the right people by making things clear about how you will work and what expectations you will have around hybrid and flexible working. Be clear about your culture and what type of person is successful in your organisation. Be honest. There is no point spending valuable time and effort recruiting a person only to find that they leave in 6 months because they were not the right fit.

Some companies are reviewing their offering to attract candidates.

What will you be offering new joiners?

Will you be offering, as some have, bonuses for being in the office?

How will you ensure that existing staff are treated fairly?



## Retention

Research done by Oxford Economics and Unum\*, estimates that the average cost in turnover per employee (earning £25,000 a year or more) is £30,614. So if you have to replace 3 staff in a year the cost of employee turnover will be close to £92,000. The areas that cause the costs include:

Hiring costs; job adverts, agencies fees and the like  
 Onboarding costs; contracts, letters, training and induction costs, time to train  
 Productivity lost; the new person simply is not as productive as the person they are replacing (it takes about 28 weeks to get there)

So it makes financial sense to keep the people you've got!

In the post-pandemic world, people are examining their life purpose, the work life balance and the culture of their organisation more than ever. They will be looking closely at what they want in life and what their employer is giving them.

Engagement Surveys about hybrid working - don't put your head in the sand and ignore this issue. Ask people what they want and see what you can realistically do to accommodate people.

Make sure staff are engaged and interested in the work they do. Bored employees will look for new challenges.

Look after your rising stars. regardless of where they are working. People are worried about being overlooked if they are at home, or if they are in the office and the boss is working at home. Make sure you have ways of tracking performance and highlighting rising talent. I hear my coaching clients say that it is easier to get promoted by leaving and going somewhere new because their boss just isn't noticing them.

People leave bad bosses, make sure your management team are fit for purpose and look out for complaints about bullying, unfairness or simply bad behaviour. Train the leadership team, managers, supervisors and team leaders - all levels - on how to be a good leader in this new remote world.

Reward people correctly - look at the market and be proactive rather than wait for people to walk out of the door and then start to pay better for a new team.

Recognise good behaviours, often the unsung hero is doing their job day in day out without a word of thanks. Don't be surprised if one day they up and leave. Say thank you now!  
 Have the ability to track workload, achievements and contribution wherever someone is working.

\*Oxford Economics and Unum 2014



# How to Hybrid: Wellbeing



## Mental Health

Mind reported that nearly 65% of people felt that their mental health had suffered during the initial stages of lockdown. That's on top of the pre-pandemic statistics that 1 in 4 of us will experience a mental health issue in our lifetime. Mental health can have a huge effect of all aspects of business from recruitment, retention, productivity, engagement and morale.

According to the Mental Health Foundation, 13% of all sick days are attributable to mental health, costing businesses £8bn a year.

Looking after our people has never been more important.

### **So, how does Hybrid working have an impact?**

If you can help people to work in a way that suits them, then the stress levels they experience about the workplace can significantly reduce. I saw this first hand during my time at Deloitte, when I introduced a remote working policy for my Customer Services teams. People who had previously suffered from anxiety and depression were back working because they could simply log on and take calls. They didn't have to navigate the commute, the parking, the people. Engagements scores rose and sickness levels reduced.

The newness and uncertainty of Hybrid is certainly an issue here.

Announcements about what people *have* to do and when they *have* to be in, can cause anxiety.

How will I get child care? How will I be able to deal with my elderly relations? What if I am not in the office on a crucial day? What if I am overlooked?

### **How to Help**

Keep lines of communication open

Create a culture of trust and safety to allow people to speak up

Help team leaders and managers by training them on human leadership

Have regular catch up's

Ask 'how are you?' regularly and LISTEN to the answers

Get to know your people

Ask them what they want and how you can help them make it work

Consider areas of difficulty in advance - such as anxiety about travel, cleanliness, other colleagues so that you can tackle head on if they arise.



## Human Leadership

This post-pandemic, hybrid world, is all new to businesses, and nobody has all the answers. It might feel like senior leaders are making it up as they are going along and that is because they are! There is no rule book here.

What can you do as a leader of people to help things go more smoothly, for you as a manager, for your team, the business and for your staff?

First of all make sure you understand what's been offered by your organisation, how do they want this next phase of work to go?  
Are they expecting people to come in or are they supportive of more flexibility?

Find out the guidelines, the policies, the ethos so you are prepared for questions and can help steer your team.  
You need to know what the procedures are, what HR can do for you, what training there is for you and for your teams.  
Find out about your people on a personal basis, what are they needing from this new arrangement.

Knowing individually who people are, what they're doing, where they are, what shift pattern they're on, and really knowing them, you'll be able to manage and lead them better.  
Engaging on a human level will make people feel seen, and you will be able to interact with them and know what motivates them personally, which leads to a happier atmosphere and better productivity.

Of course, there is so much for leaders to organise. There are so many questions to answer.  
There are policies to learn and relearn as they change, decisions to make, communications to write and the day job to still get done.  
At times like this you as a leader will need patience, calmness, and support.  
You will need help yourself too, and no-one can expect you to have all of the answers.  
Ask for help if you need it. Tell your team what you do know (if you can) and tell them when you are trying to find things out yourself.  
Authenticity and honesty are great leadership attributes right now and it can pay off to show a human side.



## Inclusion

Flexibility around working location can potentially be really helpful to women, working parents and those with disabilities. Potentially we have the opportunity to be location agnostic too, reducing commutes and allowing people to apply for jobs no matter where they are in the country. We can hire in different ways, offering more varied shift patterns to suit they want people want to live and work now.

Women have been helped during the pandemic according to the BUPA Wellness Census 2021, with 33% saying the homeworking has helped their mental health. 68% of those with a disability report that working from home has removed accessibility issues previously encountered when going in to the office.

Implementation of inclusion policies has reportedly taken a back seat during the pandemic as more urgent and higher priority work took over. Now we return it is worth looking at those priorities again to ensure that your business has not gone backwards or stagnated in this area. Has the pandemic and the working from home approach given you new information that could be useful when considering inclusion? Could people work in a different way? Could you now change your approach for recruitment?

When I talk about inclusion, I don't just mean for traditional 'minority' groups.

I am talking about how a business can ensure that everyone in the business is being included. Full stop.

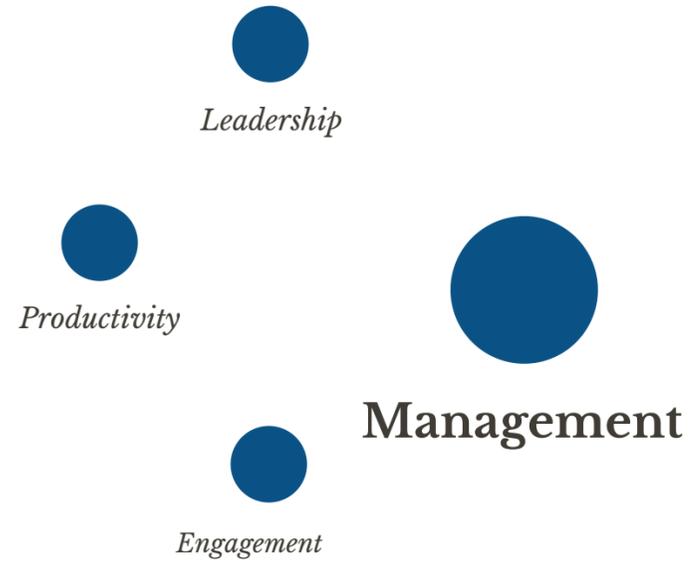
How can you ensure that your business and the policies are fair for all, but how can you be fair on a practical level?

Not everyone is an extrovert. How can you bring in all personality types to discussions?

How do you make sure that you include the homeworkers when you gather for an impromptu meeting?

How do you make sure that everyone is considered for new projects and new work, not just the pushy person who is in your face at the office?

Giving some thought to this area will ensure that you are not facing complaints, leavers or worst still a tribunal further down the line.



# How to Hybrid: Management



How to Hybrid:  
Management

## Leadership

Leaders need more help than ever before. Leadership is hard at the best of times and during the pandemic we have certainly asked a lot of our management teams. We have asked them to pivot overnight to a lockdown situation, deliver the service, or cope with business divisions closing, manage furloughs and restructures.

Now we are asking them to pivot again, to a hybrid world where their teams might be in multiple locations, on different days and where they themselves may or may not be in the same place as their team.

### **Are you supporting your leaders in this area?**

Do they understand the policies you are implementing and want them to administer?

Have they had training in how to manage remote and hybrid teams?

Do they know how to use the new technology for collaborating, recruitment, interviewing successfully?

Do they know how the senior leadership team want them to work?

Do you know how they are all feeling about it?

Are the management team all acting in a consistent manner - or do you have some people setting their own rules?

Do they have the right tools to enable them to communicate?

Are the emergency tools put in for lockdown fit for the long term?

Investing now in your leadership team can pay real dividends. They are the role models.

They are the linchpin between the senior team and the majority of your staff.

They are the key to making hybrid working a success.



## How to Hybrid: Management

### Productivity

How will you monitor work and performance in the hybrid world? For some businesses and teams, (as in my old service desk days) have lots of data and stats to help measure performance, availability and hours worked. What measures do you have in place to ensure that work is completed to the volume and standard required, without relying on presentism to inform you.

How will you empower your people, encourage autonomy and still ensure that the service is delivered and the work is done?

Decide on what are the key indicators of performance and productivity. For some roles, this might be very straight forward, task based, volume based and physically visible. For management, strategic and relationship roles the 'output' is not always visible on a daily basis. How will you track the results and engage with people in those roles to ensure they are delivering what you want for the business.

Do you have clear job descriptions?  
Do you have clear objectives and goals for people?  
Does everyone know what is expected of them?  
How will you measure success - in all roles?

This is a difficult area, and answers are not always visible overnight.

Often when we put in a measure it can lead to unexpected and unintended results. Say you want to improve the volume of calls answered on a service desk, if you only put a measure to record volume of closures, you might see closure volumes rise dramatically, but overnight the quality of calls will decline, without a counter measure to monitor that area too. You need a suite of measures that included both volume and quality.

A suite of measures, indicators and updates might be required and these will need to be adapted over time. Keep reviewing and reflecting - are the measures helping you achieve the overall business goal? Are they useful? Are they motivational? Are they directing people to behave in the right way? Can you get the same visibility regardless of location?

For other jobs, regular reporting and updates might be the method for understanding what progress is being made. Reports that show RAG (Red / Amber / Green) statuses for projects may work well for certain roles, whilst others might need a more action tracking approach or a stakeholder map report showing customer contacts.

Whatever the roles, it can be worth thinking how you will manage and measure all job roles to ensure productivity is maintained wherever the role is based.

## Engagement

Have you asked people what they want?

Many organisations have been sending out engagement surveys during the pandemic to see how their people are feeling, but views are changing rapidly as things open up, as people get vaccinated, as rules change.

Take some time review what people said. And consider asking again soon. Did they like the arrangements? Were they happy? What worked and what needs to change?

If you didn't send out surveys or seek feedback then it is not too late, why not ask now?

No matter how big or small your organisation is, getting feedback from all levels can give you some real insights before you make an announcement that could backfire, or that could cause bad feeling, cause anxiety or lead to people leaving.

Business Requirements – It's all very well asking what the people want but what does the business need?

Some businesses require people to be physically in place all the time. Some don't. Some have roles in the office out of habit.

This is a chance to review what is really needed.

This can be a time to consider elements of flexibility as well. Do all roles need to full time? Mon-Fri? Starting at 9 and ending at 5?

Once you've reviewed what the business needs and what people want, you can start to consider what options you might want to propose to people. This is not necessarily a formal consultation process (although it might be depending on the level of change you want to contractually change – consult your HR advisor on this!) but can be more of a discussion / forum / questionnaire type exercise to get feedback.

Encouragement versus mandating. This is a tricky debate which many businesses are going through right now. You want people in the office for connection, collaboration and team building. You'd like to mandate the requirement but have seen this backfire for people making too strong a statement. You want to look after your people and are caring about their well-being. You want to encourage their return to the office but with positive persuasion rather than a giant stick. Engaging in conversations, surveys and town halls can be a great way to hear what people want and to respond, so that both sides feel heard and a result that meets the majority of needs is met. There is not a perfect answer here. The business needs to work out what is best for its profits, results and customers and this might not suit everyone currently in the team. It might mean there are some casualties as people decide to leave for a culture or working pattern that more suits them. However, you will then need to work on recruiting and attracting those that do want to work in the way that you are outlining.



How to Hybrid:

## Results

Use this period of post-pandemic changes, as a giant case study – see how it works.

You might just find that productivity rises, without the distractions of the open plan office.

You might find that sickness levels for conditions like anxiety and depression fall, as the stress of getting into the office falls away for those that chose that as an option.

You might see team working improve as people really try to make collaboration work.

You might find that there are new, innovative tools out there, that save you money and improve the service.

Take a sense check at regular intervals and don't be afraid to tweak and change as we move through the next few months and years.



## Getting Help

I hope you have found this guide useful.

It is a vast subject and there will be many more words written on the subject in the coming months and years, as people announce new initiatives, try different things and get varied results.

If you want to carry on the conversation then please do get in touch if I can help in the following areas:

Consultancy for businesses wanting to implement Hybrid working well.  
Leadership Coaching - for business owners, Managing Directors trying to navigate through the process  
Team Coaching - for leadership teams who want to work better together





## How to Hybrid:

## About Della

Della spent her career in senior leadership roles in professional services, shared services, and customer services roles in companies such as Deloitte, KPMG, Invensys and British Gas. .

She has led large teams through transformational change with the aim of delivering world class service whilst achieving a great work life balance for her teams.

Della is now Consultant and motivational Executive Coach and advocate for flexible working, wellbeing, and positive leadership.

She offers consultancy in hybrid working human leadership, resilience and wellbeing.

With a team of other coaches she offers senior leadership coaching for business owners, Managing Directors and senior leaders who need space and support to help them to lead through this challenging time.

She offers group coaching for teams to help them be better leaders.

