

Adapting to Hybrid: Strategies for success in Modern Work

Marie-Lou Almeida

L&D Senior Consultant

Maximizer | Individualization | Arranger | Adaptability | Responsibility

Why Does Your Hybrid Work Strategy Matter?

Why Does Your Hybrid Work Strategy Matter?

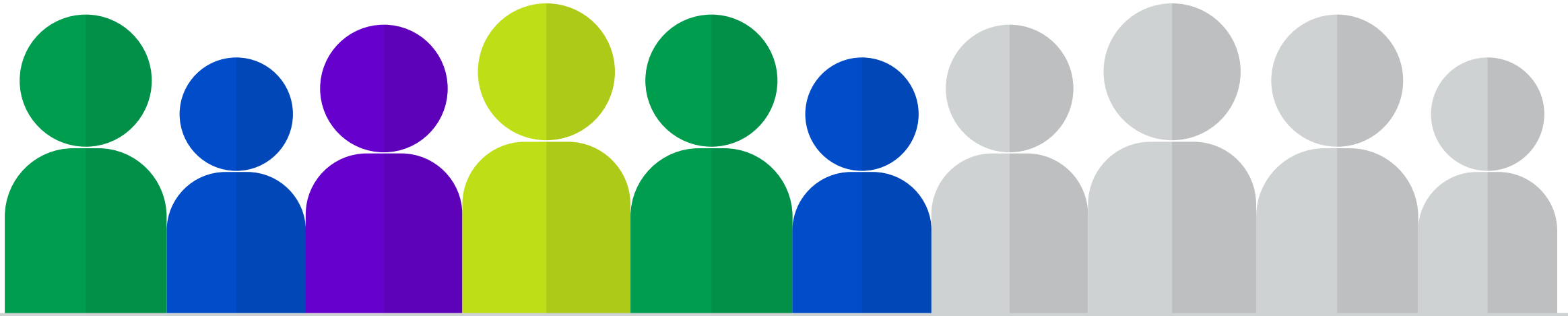


Half of all full-time employees are in remote-capable jobs.



Remote Capable Jobs in the US amongst Full time Employees

Why Does Your Hybrid Work Strategy Matter?

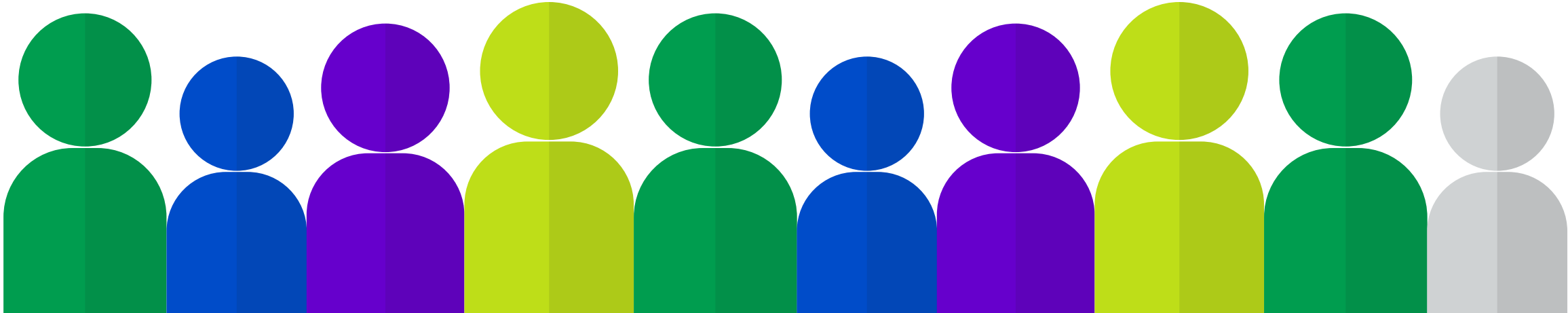


Six in 10 want hybrid.



Remote Capable Jobs in the US amongst Full time Employees

Why Does Your Hybrid Work Strategy Matter?



Six in 10 want hybrid.



Three in 10 want remote.



Remote Capable Jobs in the US amongst Full time Employees

Why Does Your Hybrid Work Strategy Matter?



To remain competitive, organizational cultures need to address the evolving needs of the workforce.

Agenda

1 TRENDS

Where Are People Working Now and in the Future?

2 CULTURE

Enhancing Connection to the Organization

3 MANAGERS

Coaching Our People Leaders to Manage Better in a New World

1 TRENDS

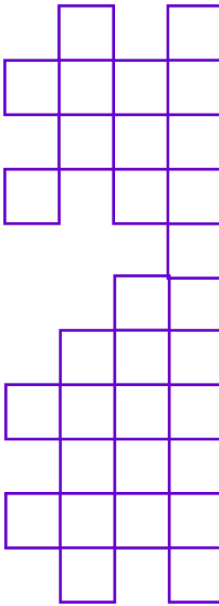
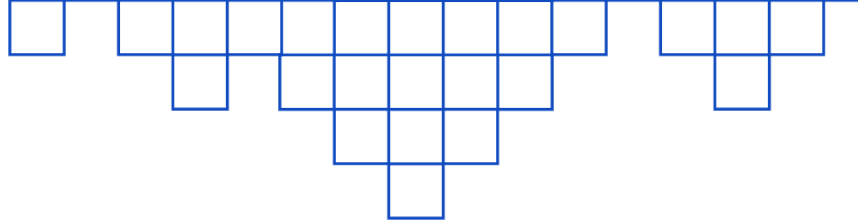
Where Are People Working Now and in the Future?

2 CULTURE

Enhancing Connection to the Organization

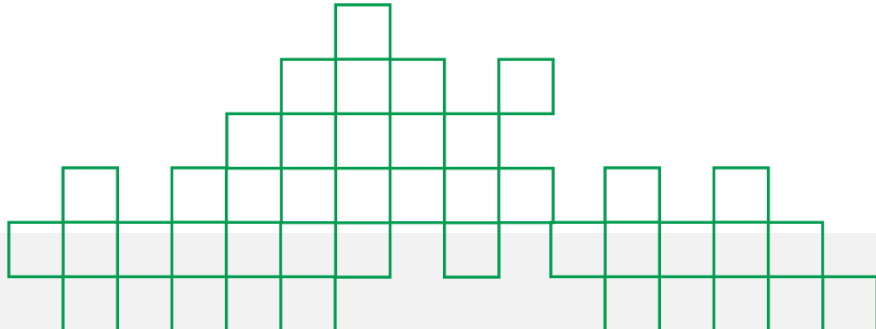
3 MANAGERS

Coaching our people leaders to manage better in a new world

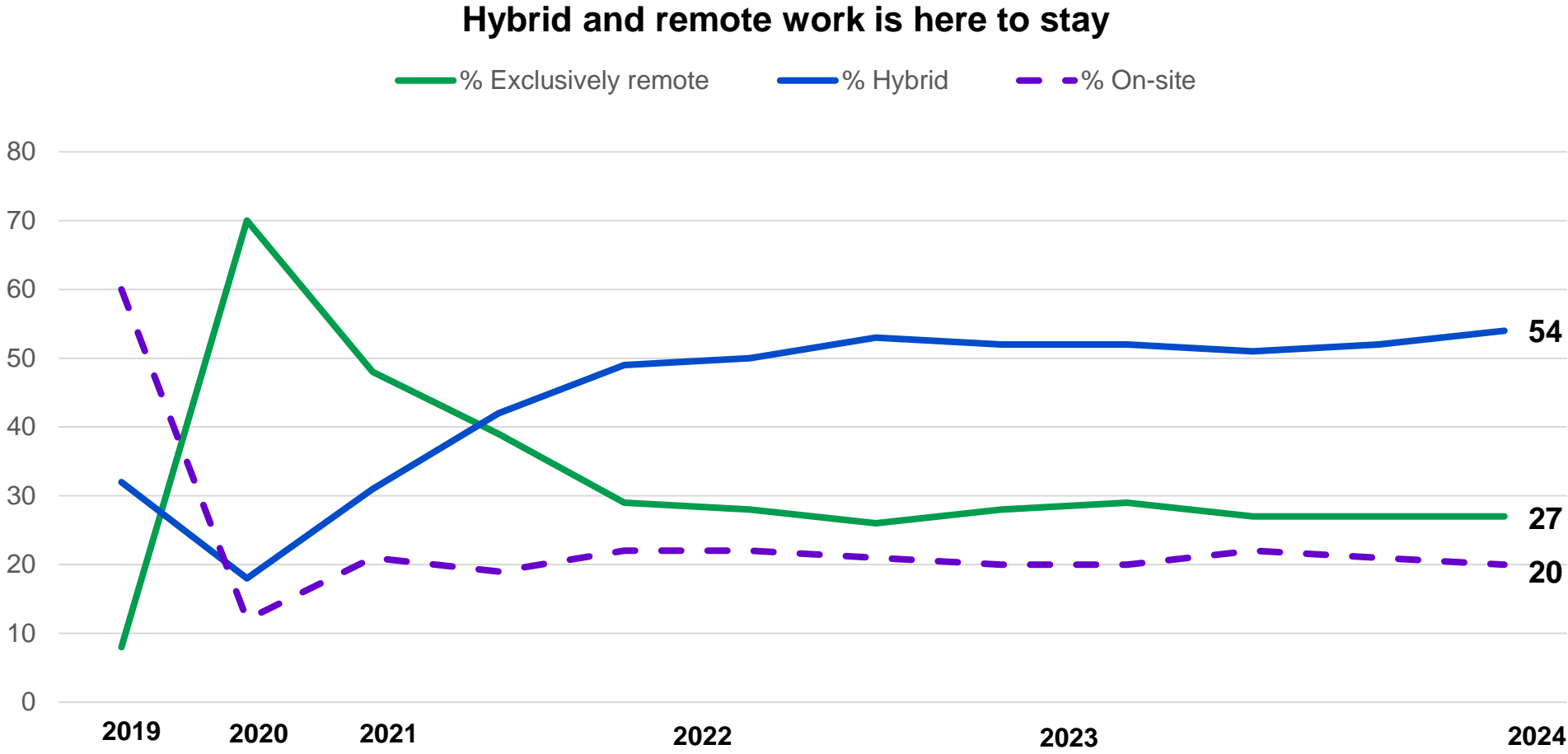


Trends on Remote and Hybrid Work

WHAT DO THE DATA SAY?



How is where we work from changing?

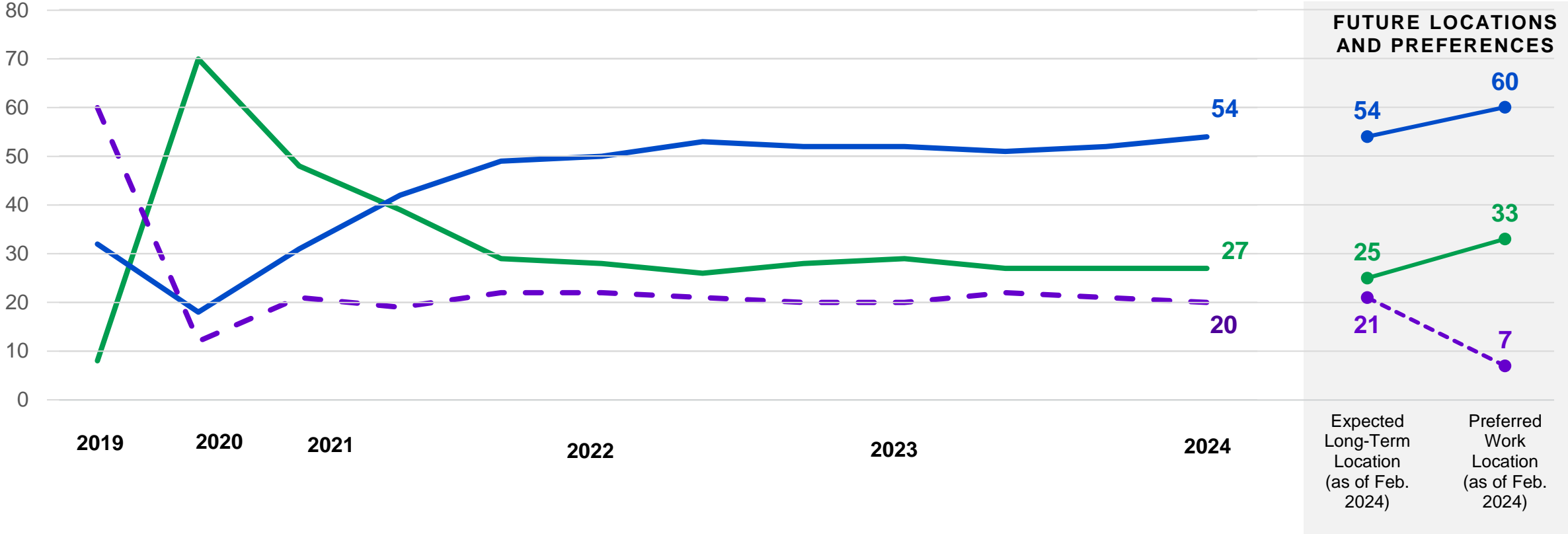


Data are among U.S. full-time. Remote-capable employees.

What is it going to look like going in the future?

The preference for hybrid and remote work is only likely to grow

— % Exclusively remote — % Hybrid - - % On-site

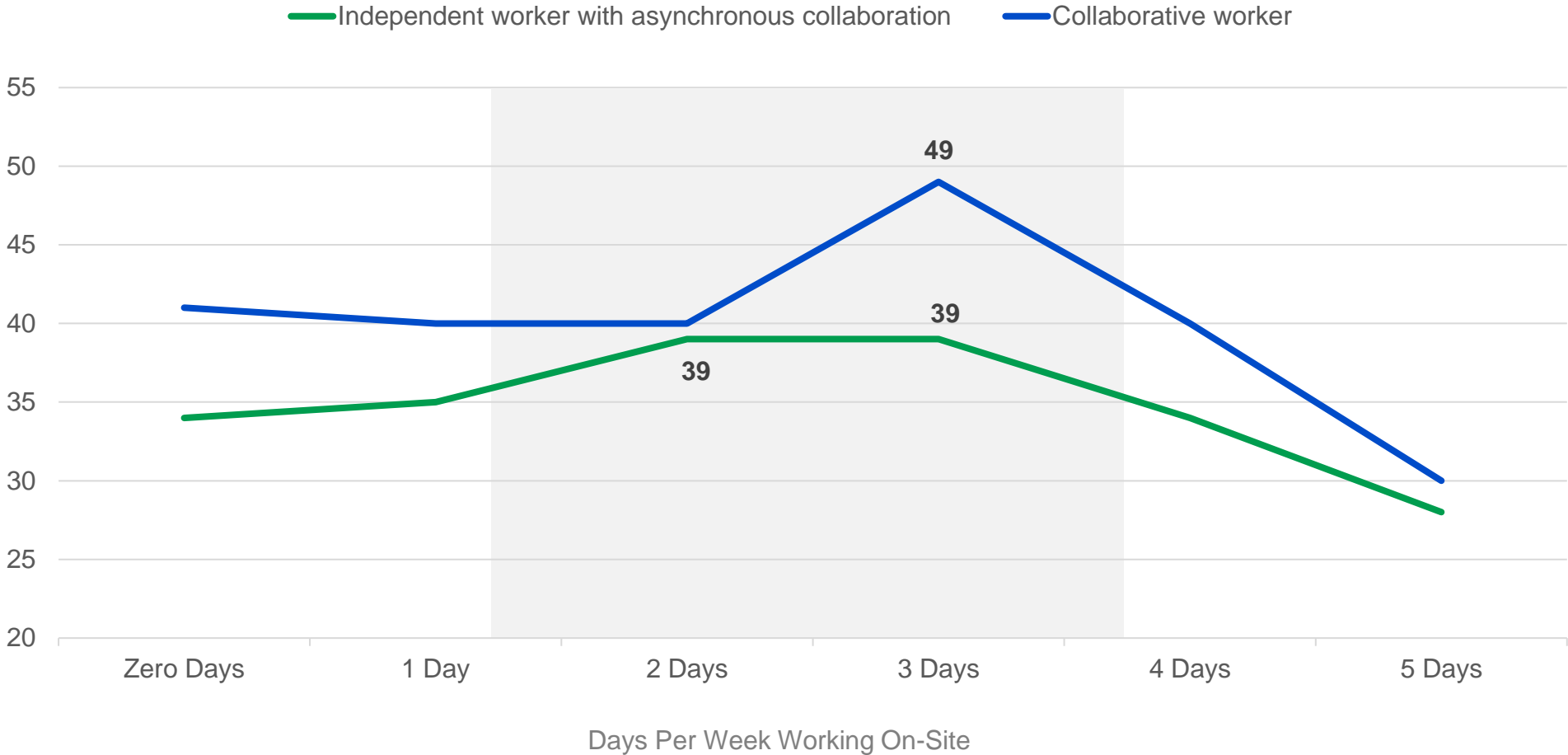


WF Q1 2024, U.S. FT Remote-Capable Employees; Exclusively Remote MOE: ±3 points, Hybrid MOE: ±2 points, On-Site MOE: ±3 points

For hybrid, how many days should be in the office?

Hybrid and remote work is here to stay

% Engaged



Data are from Q2 2022 among U.S. full-time, remote-capable employees.

Key Advantages and Challenges of Hybrid Work



REFLECT

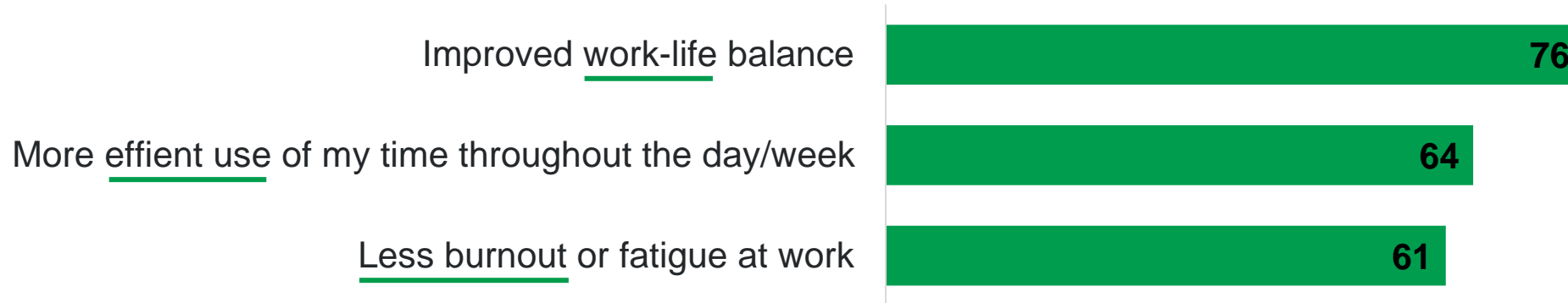
What do you believe are **two primary advantages** and **two main challenges** in the context of remote and hybrid work?



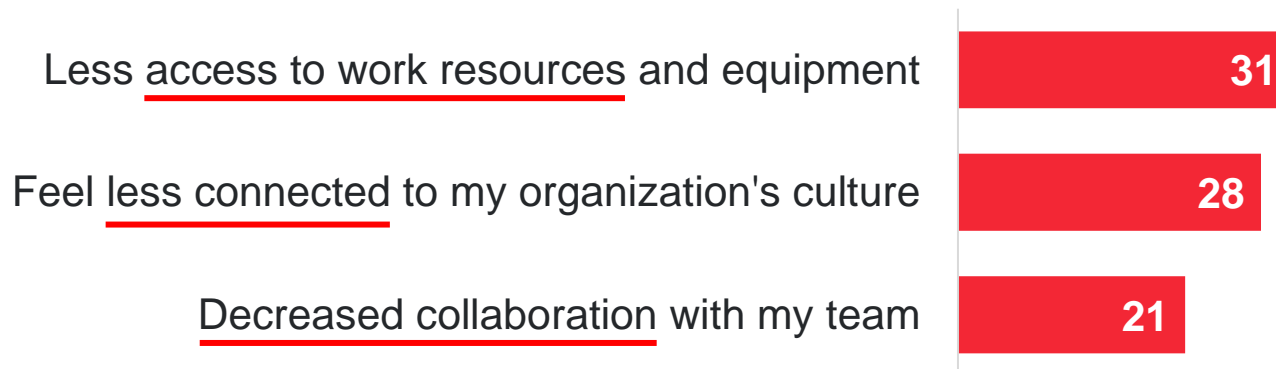
Top Advantages and Challenges of Hybrid Work

What employees say, by percentage:

Top Advantages



Top Challenges



Source: Gallup, Indicators: Hybrid Work (2024)

Develop a Workplace Value Proposition



A workplace value proposition represents the organizational culture, benefits and interactions employees experience when working on-site.

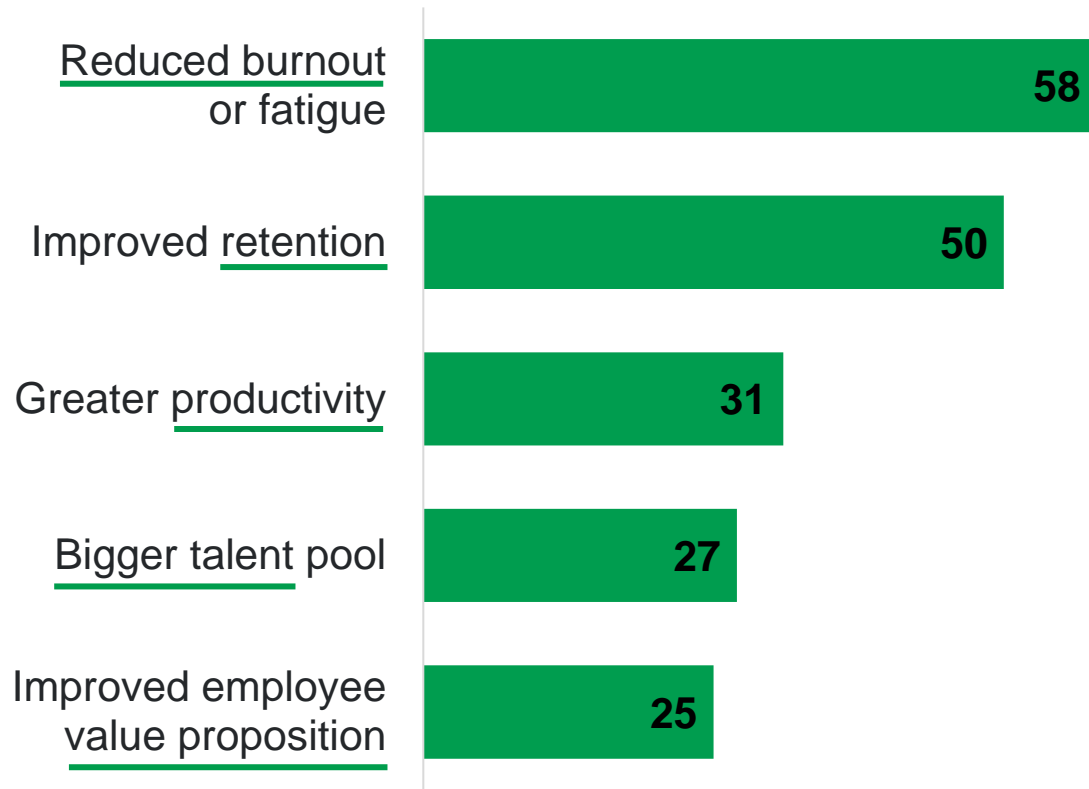
Give your people a reason to come back.



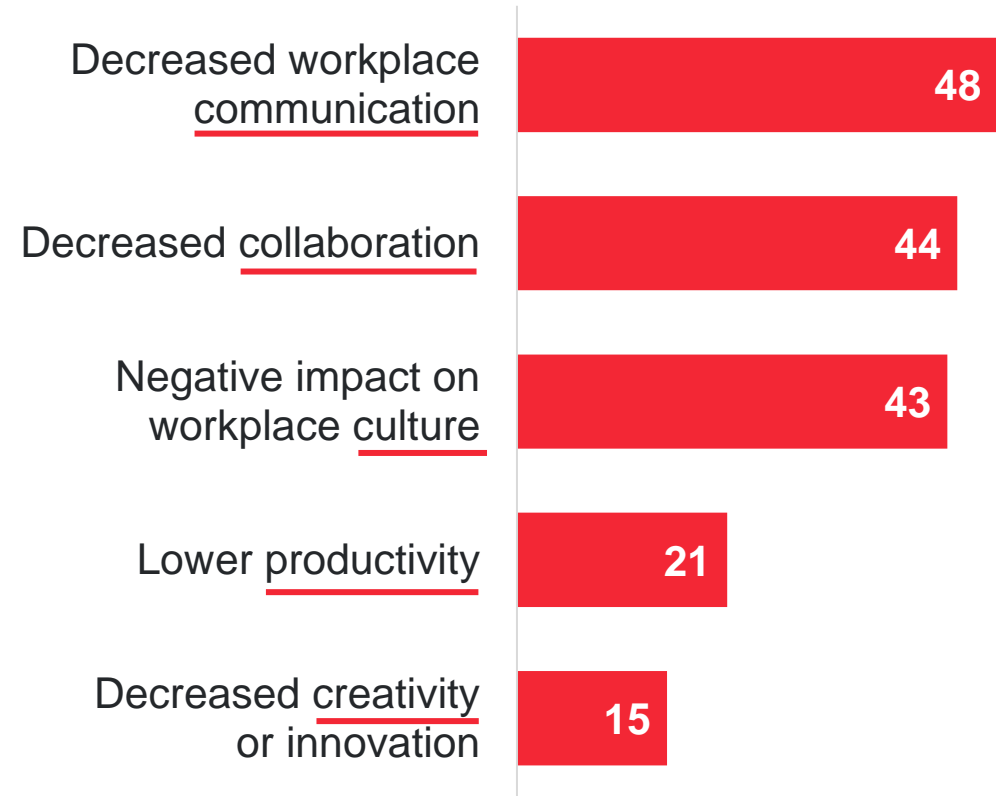
Top Advantages and Challenges of Hybrid Work

What leaders and managers say, by percentage:

Top 5 Advantages for Organizations



Top 5 Challenges for Organizations



As You Build Strategy for Hybrid Work

Embrace the **advantages** of hybrid
and remote work while **actively**
addressing the **inherent challenges.**

Address the Challenges



41% of employees strongly agree that they know **what their company stands for** and what makes it different from competitors.



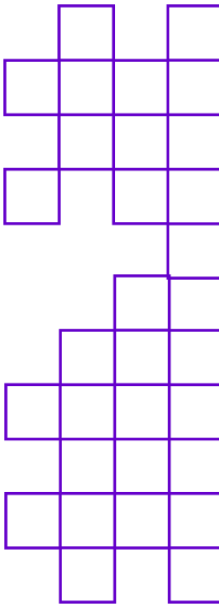
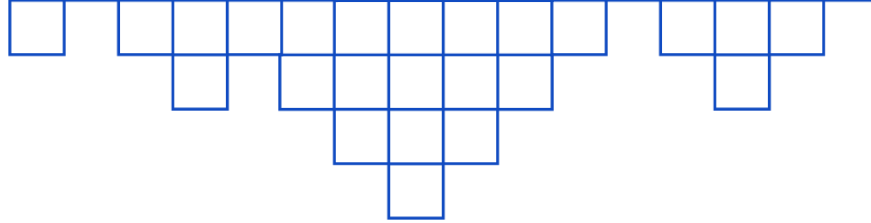
73% of hybrid **managers** and **senior leaders** are **unprepared to lead hybrid teams.**

Source: Gallup, *One Employee Question That Leaders Can't Afford to Ignore* (2019)
Source: Gallup, *The Future of the Office Has Arrived: It's Hybrid* (2023)

1 TRENDS
Where Are People Working Now and Into the Future?

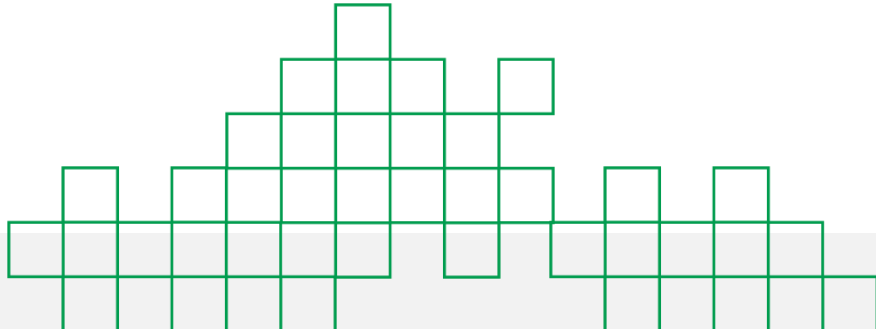
2 CULTURE
Enhancing Connection to the Organization

3 MANAGERS
Coaching our people leaders to manage better in a new world



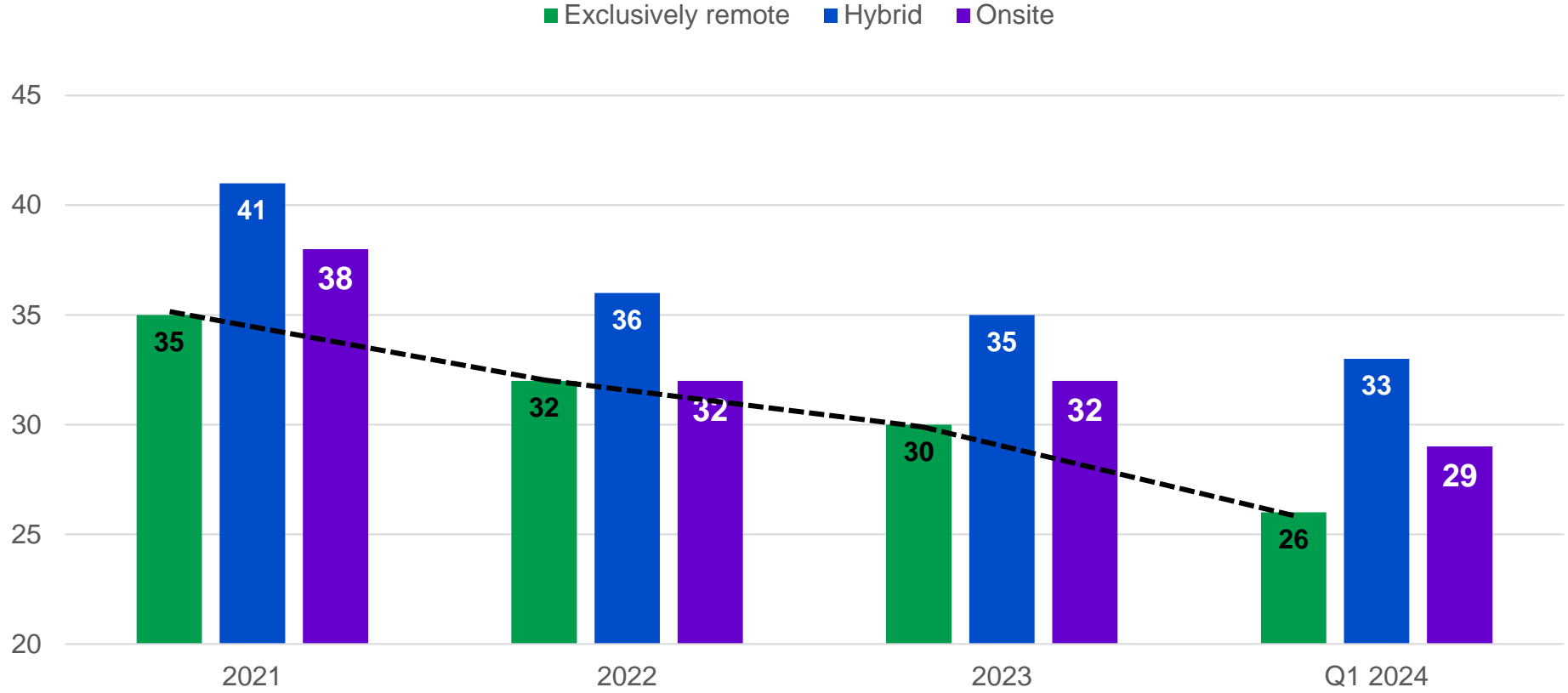
Organizational Culture

CULTIVATING CONNECTION



Does Work Location Affect Employees' Connection to Mission or Purpose?

Connection to mission or purpose declines most for exclusively remote employees



Source: Gallup, *Are Remote Workers and Their Organizations Drifting Apart?* (2023)

The Case for Culture Transformation



Only **four in 10** strongly agree with the statement,
“The mission or purpose of my organization makes me feel my job is important.”

By moving that ratio to **eight in 10** employees, business units could realize ...

▼
41%
LOWER ABSENTEEISM

▼
50%
LOWER SAFETY INCIDENTS

▲
33%
HIGHER QUALITY

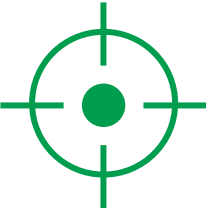
Data from U.S. employees.



**This is a time for organizations to
redouble their efforts in building
a compelling culture.**

Culture Transformation

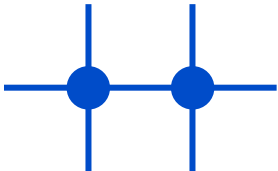
Establishing your unique organizational identity by defining your purpose, brand and culture



1

DEFINE Your Culture

Determine and clarify what is and should be the purpose, mission, vision and values for the organization.



2

ALIGN Your Workforce

Create awareness, shared understanding and belief among senior leadership and the workforce at all levels.



3

DRIVE Adoption

Incorporate the defined culture into behaviors and work practices, and recalibrate systems, policies and processes.



4

SUSTAIN Your Ecosystem

Foster and enrich the culture through ongoing monitoring, accountability and reinforcement mechanisms for the long term.

1 TRENDS
Where Are People Working Now and Into the Future?

2 CULTURE
Enhancing Connection to the Organization

3 MANAGERS
Coaching Our People Leaders to Manage Better in a New World

ONE OF GALLUP'S BIGGEST DISCOVERIES:

The manager or team leader plays the most significant role in driving employee engagement.

The manager accounts for

70%

of the variance in team engagement.

Source: *It's the Manager: Moving From Boss to Coach* (2019)



Strategies for Success for Managers

FLEXIBILITY MEANS DIFFERENT THINGS TO DIFFERENT PEOPLE



Recognize Diverse Work Styles

How do your remote and hybrid workers prefer to work?



Are they splitters or blenders?

DATA INSIGHT

●●●●○●○●○●○●○●○

Four in 10 hybrid and remote employees prefer being a splitter.



Blenders:
Embrace work-life integration



vs **Splitters:**
Favor clear boundaries between work and personal life

Source: Gallup, *Splitters and Blenders: Two Different Relationships With Work* (2019)

Managing Splitters and Blenders

- 1** Avoid imposing your own preferred work approach on the team.
- 2** Regularly assess each team member's preferred work style and remain attuned to shifts over time.
- 3** Encourage team members to appreciate and honor each other's unique work styles.





Strategies for Success for Managers

GALLUP FOUND A FACTOR THAT MATTERED SUBSTANTIALLY MORE THAN THE NUMBER OF DAYS IN THE OFFICE





**One meaningful conversation
with each employee per week.**



**One meaningful conversation
with each employee per week.**

Only 16%

of employees said
they received
meaningful feedback
in the past week.



**One meaningful conversation
with each employee per week.**

But 80%
of employees who
said they received
*meaningful
feedback* in the
past week were
fully engaged.



**One meaningful conversation
with each employee per week.**

-
- 1. Acknowledge and appreciate.**
 - 2. Foster collaboration.**
 - 3. Focus team members' goals and priorities.**
 - 4. Have strengths-based conversations.**
 - 5. Time-efficient chats – 15 to 30 minutes.**



4x

The boost in engagement from meaningful feedback is four times the boost from having the right number of days in the office.



Strategies for Success

ENGAGING YOUR PEOPLE – SHIFTS NEEDED FOR MANAGERS



Human Needs in the Workplace

Focus me

Free me from
unnecessary stress

Know me

Help me see
my value

Care about me

Help me grow

Hear me

Help me see my
importance

Help me feel proud

Help me build
mutual trust

Help me review
my contributions

Challenge me

The needs haven't changed, but how we address them needs to.

FOCUS ME

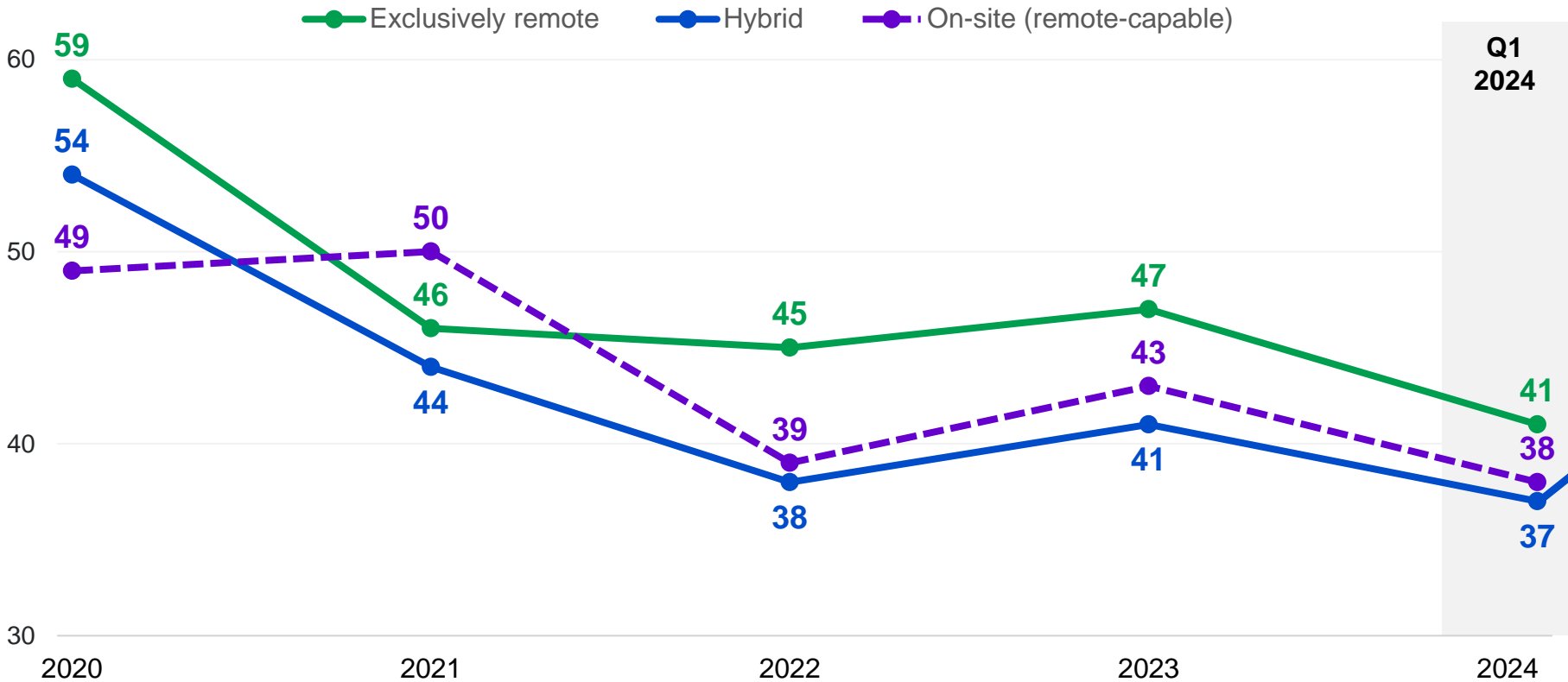
**I know what is expected
of me at work.**

*Prioritization, alignment to goals, creating
opportunities to collaborate*

Hybrid Workers Least Clear on Expectations

I know what is expected of me at work.

% Strongly agree



Hybrid work requires **more coordination** and creates **unique challenges** for **communication and collaboration.**

WF Q1 2024, U.S. Remote-Capable Employees; Exclusively Remote MOE: ±3 points, Hybrid MOE: ±2 points, On-Site (Remote-Capable) MOE: ±3 points

The Human Need at Work

FOCUS ME The item: **I know what is expected of me at work.**

Addressing these for remote and hybrid employees

Focus

Engage in weekly conversations with each team member to address **shifting objectives and adjust priorities as necessary.**

Collaborate

Create a plan for **how teams work best** together and **schedule collaboration** with greater intentionality. Consider which **tasks require on-site collaboration.**

Communicate

Encourage **mutual support** among team members to foster **cooperation** and **transparent communication.**

CARE FOR ME

My manager or someone at work seems to care about me as a person.

Managing the whole person, understanding challenges outside work, addressing wellbeing needs

The Human Need at work

CARE FOR ME

The item: **My manager or someone at work seems to care about me as a person.**

Addressing these for Remote and Hybrid Employees

Identify preferred ways of working

Understand whether your team members lean toward being splitters or blenders. Work-life balance vs. work-life integration.

In-office time

Maximize face time when in the office. Intentionally build in specific times for non-work-related connections.

Create virtual meeting rituals

Set aside time in regular team meetings to encourage sharing of personal interests and activities beyond work.

Wellbeing

Regularly engage in open conversations with team members about their wellbeing goals.



Strategies for Success

MANAGERS SHOULD USE THE STRENGTHS LENS TO INDIVIDUALIZE THEIR APPROACH



Discipline

Order, Structure, Routine

IN THE CONTEXT OF HYBRID AND REMOTE WORK

HELP

Stay on task: They are **motivated to stick** to a plan with minimal supervision.

Routines: They can create **routines and habits** when working remotely that help them stay focused.

HINDER

Discomfort with changing priorities: They may find it **challenging to adjust swiftly** to shifting needs and priorities.

IN THE CONTEXT OF HYBRID AND REMOTE WORK

HELP

Energy for virtual connects: They can make the virtual connects feel fun. Their energy to connect is infectious.

Collaborating across boundaries: They can create bridges across regions and time zones by **proactively reaching out** and **connecting with people** they may never have met.

HINDER

Higher need for social connection: When working remotely, they may not feel as energized as when in the office.

Feeling constrained: They may find their sphere of influence has reduced considerably when working remotely.



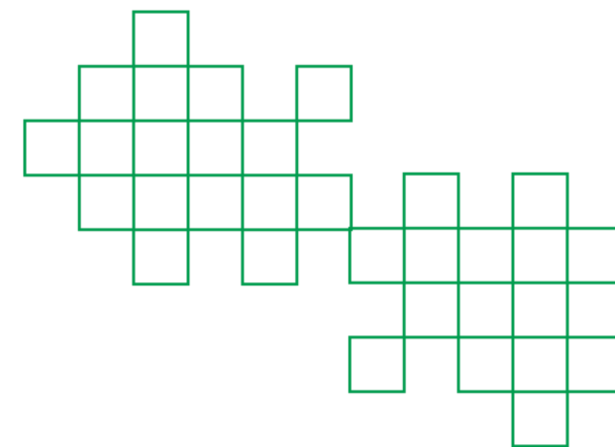
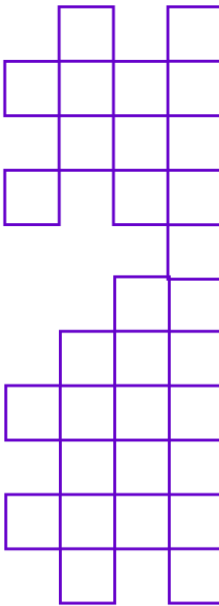
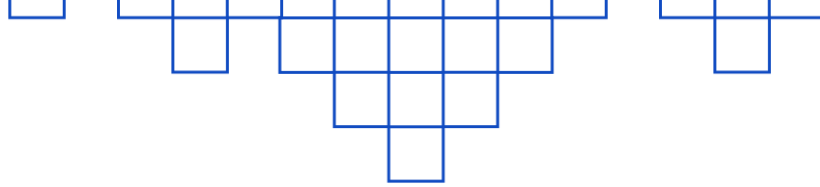
Talent responds best to another human being.

- DON CLIFTON

Questions?

Marie-Lou Almeida

L&D Senior Consultant





Complete the session survey by clicking on the icon on the left panel.

To receive credit for attending this session, you must watch the entire session and complete the session survey.

Copyright Standards

This document contains proprietary research, copyrighted materials and literary property of Gallup, Inc. It is for the guidance of your organization only and is not to be copied, quoted, published or divulged to others outside your organization. All of Gallup, Inc.'s content is protected by copyright. Neither the client nor the participants shall copy, modify, resell, reuse or distribute the program materials beyond the scope of what is agreed upon in writing by Gallup, Inc. Any violation of this Agreement shall be considered a breach of contract and misuse of Gallup, Inc.'s intellectual property.

This document is of great value to Gallup, Inc. Accordingly, international and domestic laws and penalties guaranteeing patent, copyright, trademark and trade secret protection safeguard the ideas, concepts and recommendations related within this document.

No changes may be made to this document without the express written permission of Gallup, Inc.

Gallup®, CliftonStrengths® and each of the 34 CliftonStrengths theme names are trademarks of Gallup, Inc. All rights reserved. All other trademarks and copyrights are property of their respective owners.