



HR Network

What are we learning about
managing a hybrid workforce?

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Event will start at 14:00
This event will be recorded
with the exception of
break out room discussions

Aims for today

- . Explore approaches to hybrid working
- . Key questions to get your model of hybrid right
- . How to approach 'return to office'
- . How to upskill line managers to lead hybrid teams

No full-time return to the office for over a million

By **Simon Read**
Business reporter, BBC News

🕒 6 May | 💬 [Comments](#)

'Five-day office week will become the norm again'

By **Elisabeth Mahy**
Wake Up to Money, BBC Radio 5 Live

🕒 8 June | 💬 [Comments](#)

Most workers do not expect full-time office return, survey says

By **Lora Jones & Rebecca Wearn**
Business reporters, BBC News

🕒 16 September

Growth of homeworking

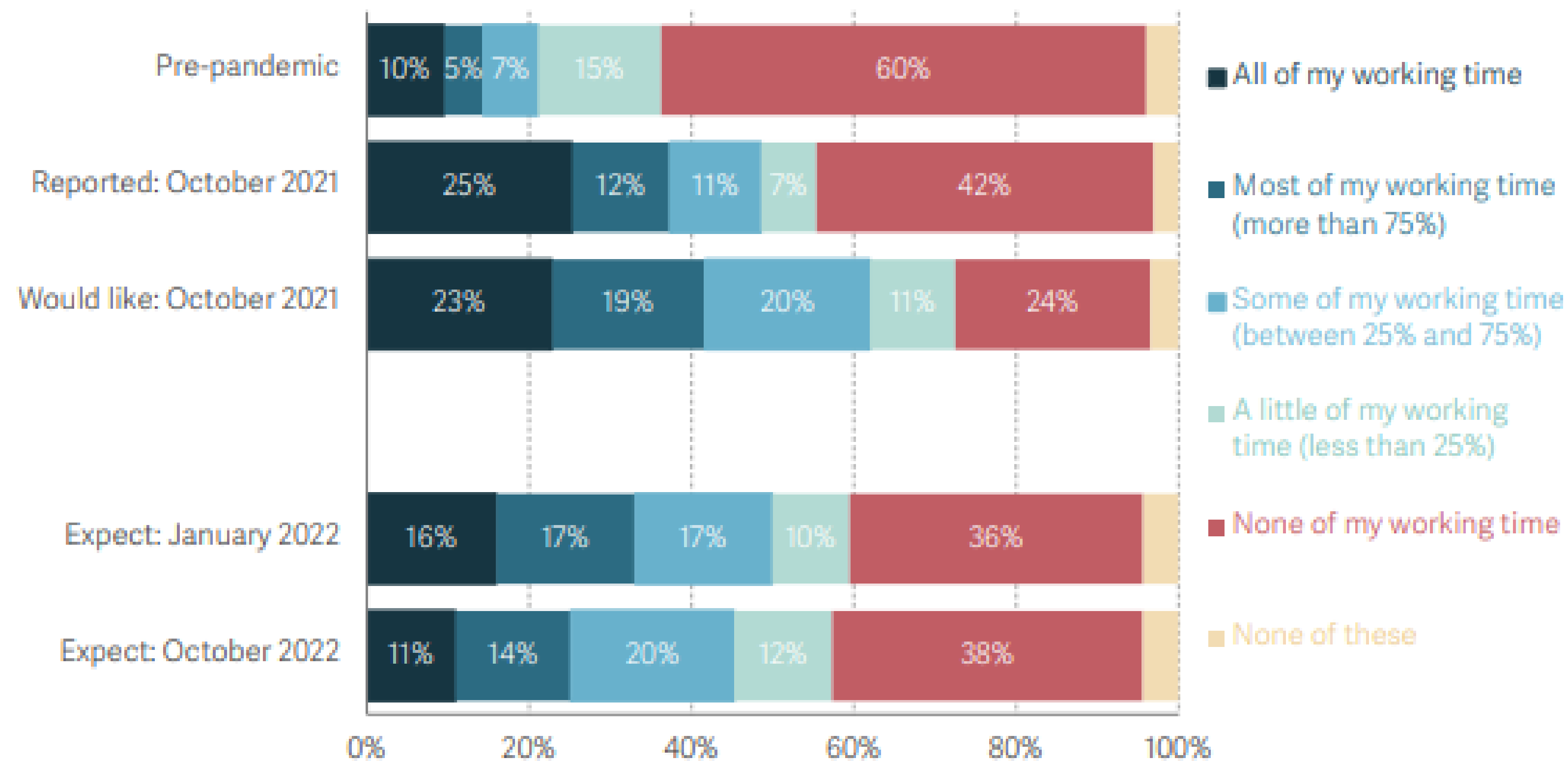
Figure 1 - Proportions of employees that always work from home by sector

	All industries	Professional, Scientific and Technical Activities (PST)	Public Administration and Defence (PAD)
Before lockdown*	2.7%	3.9%	1.4%
April 2020	31.5%	—	—
May 2020	31.5%	—	—
June 2020	28.9%	57.7%	54.8%
July 2020	26%	47.9%	50.2%
September 2020	21%	—	—

Appetite for hybrid working

FIGURE 29: Workers expect the increase in hybrid work to outlast the pandemic, and would like to spend more time homeworking than they are able to at present

Working-age adults' reported time spent for working from home, actual, preference and expectation: UK, data collected 14-24 October 2021



Why does this conversation feel so challenging?

- **Changing covid landscape**
- **Everyone has had their own journey / challenges**
- **Levels of individual uncertainty, anxiety and fear**
- **Hard to make it 'fair' for everyone**
- **Relies on strong, empathic managers to make it work for individuals**
- **Key conversation in terms of people's intention to stay**

So how are organisations approaching hybrid?

Fixed quota of
days



Individual
choice

New policy and
contract



Vision and
principles

Remote
working focus



Flex on place
and time

Consistently
applied



Up to team
managers

Fixed timeline



Ongoing trial
and review



Breakout discussions

- **What does hybrid working look like in your organisation right now?**
- **What has been your organisation's approach to getting people back to the office?**
- **What do you feel has worked well / not so well?**

Hybrid working checklist

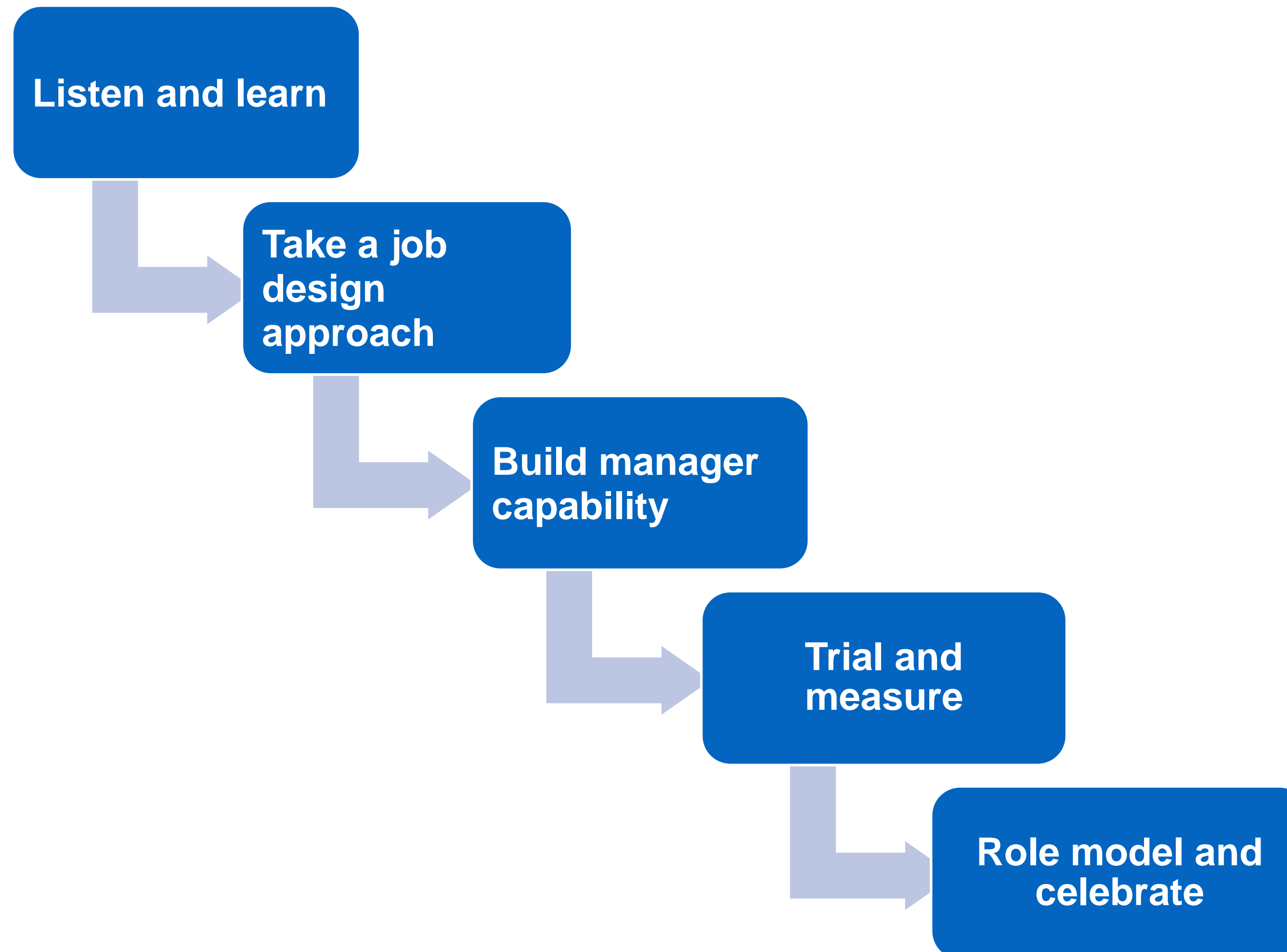
Culture and philosophy

Scale
1-5

YOUR NOTES

- We are committed to making hybrid working work!
- We have considered where our organisation sits on an office/remote continuum
- We have consciously thought about co-located time
- We have considered whether hybrid is optional or mandatory for employees (business units/depts)
- We have thought through max/min number of remote/office days and decided whether or not to specify/guide

So how should organisations approach hybrid working?

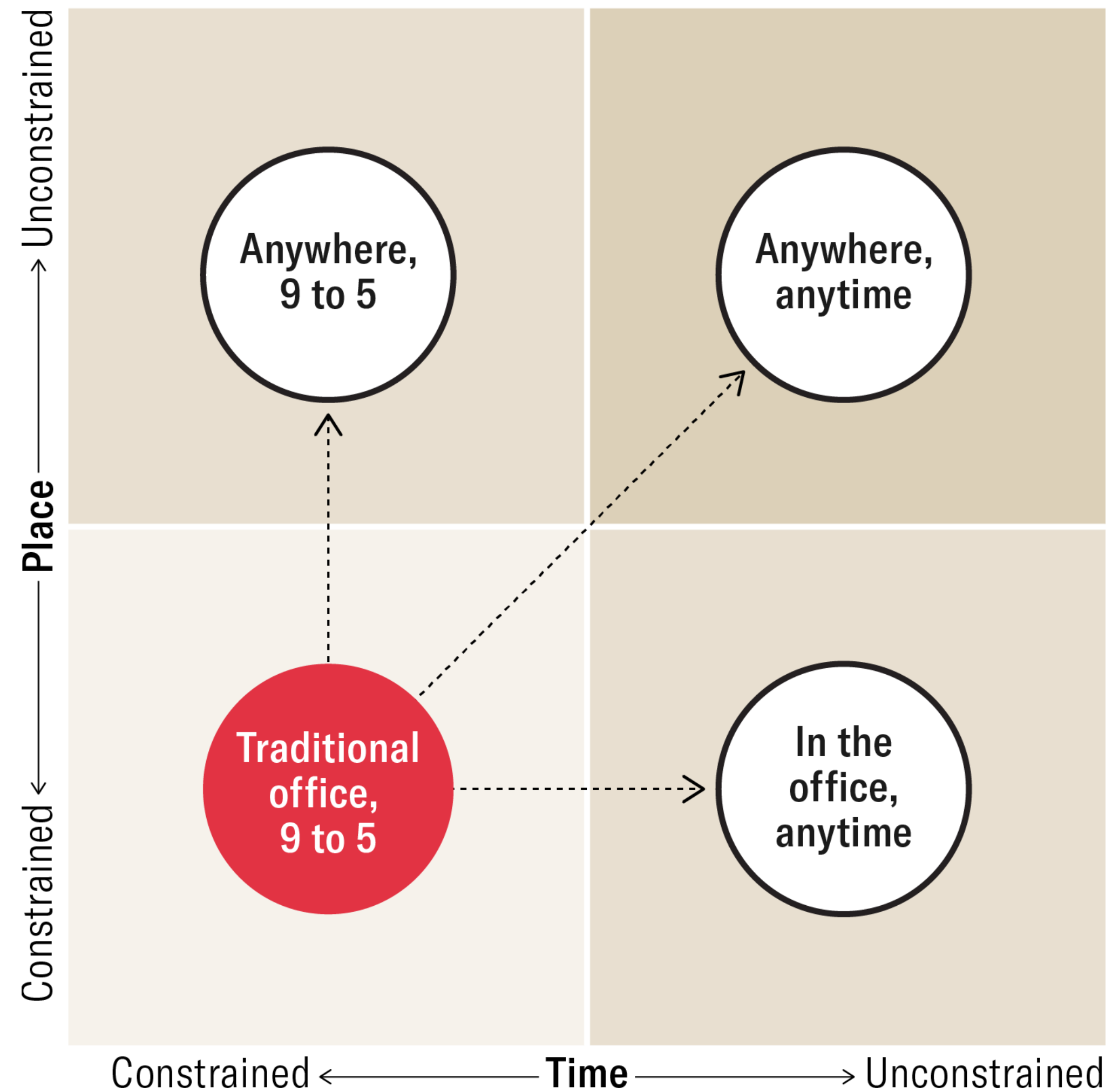


1. Listen and learn

- **Majority organisations surveying their staff for post lockdown preferences**
- **Involve staff networks and forums**
- **Listen to how people have innovated over the past 18 months**
 - **What have we learnt?**
 - **What do we want to keep?**
- **Work out ongoing feedback channels**



2. Take a job design approach



3. Build manager capability

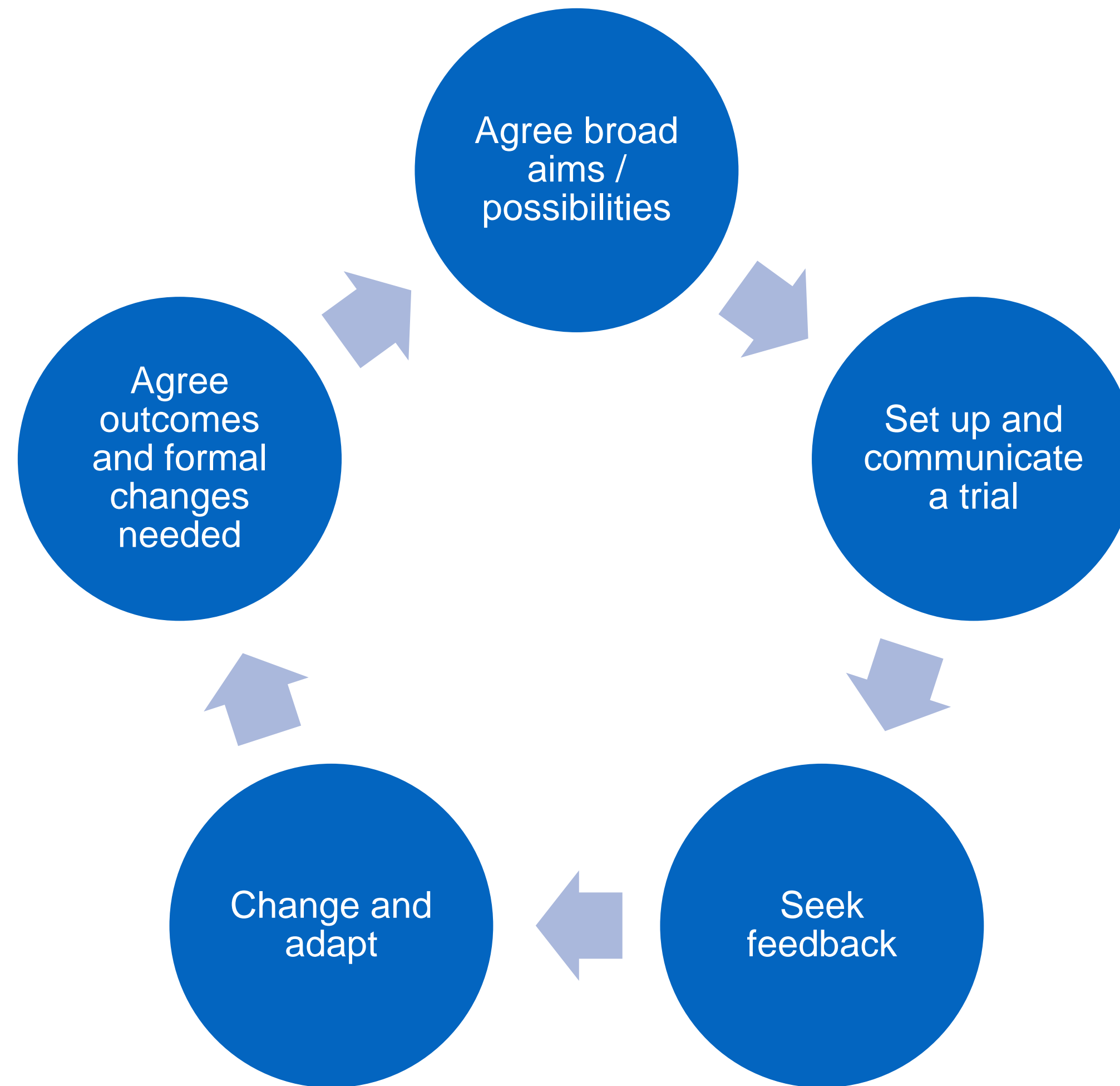
We have identified three overarching areas of focus for the development of skills for hybrid working:

01. Wellbeing and resilience

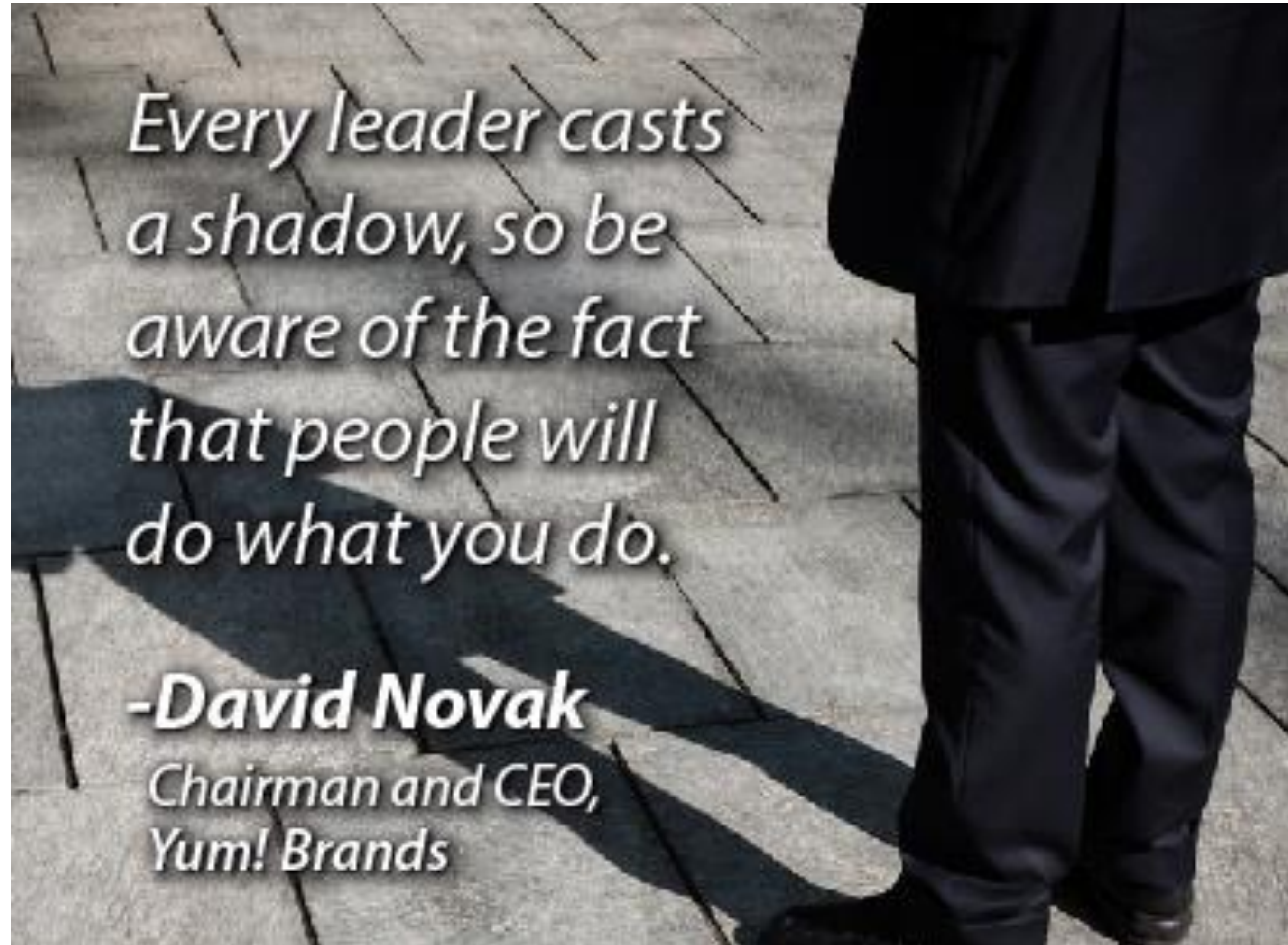
02. Technology and communication

03. Recruitment, onboarding, and performance management

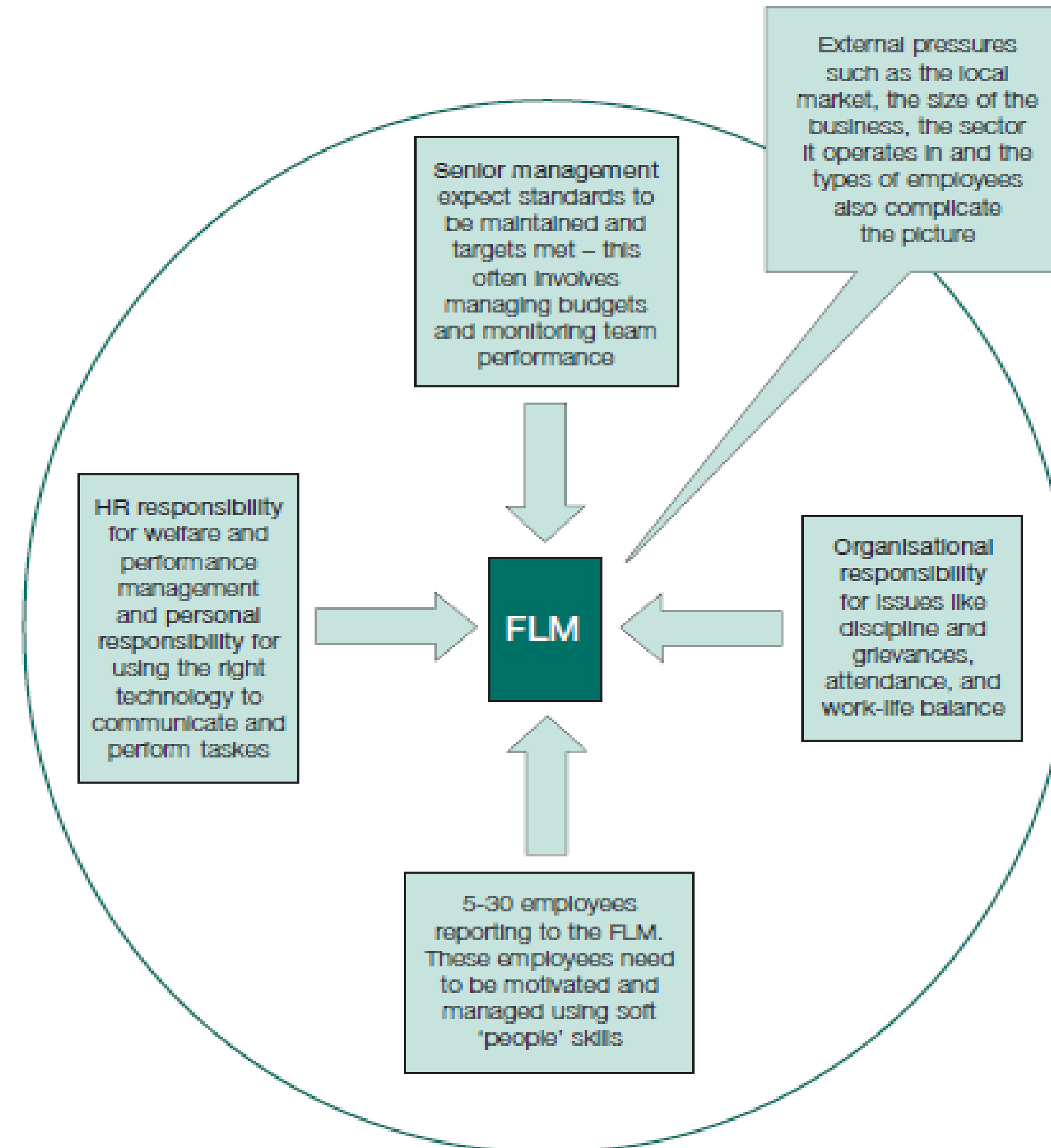
4. Trial and measure



5. Role model and share successes



The Role of Line Managers



Line Manager Skills

- **Inclusion and fairness**
 - Awareness of 'us' and 'them' culture
 - Fairness in opportunities
 - Clear and consistent criteria for decision making
- **People and Performance management**
 - Greater emphasis on 'soft skills'
 - Building trust between individuals and teams
 - Training and advice on establishing new ways of working

Line Manager Skills

- **Wellbeing**
 - Managers have health and wellbeing responsibilities for their employers irrespective of location
 - Need to support employees to work confidently in their preferred work environment
 - Training in wellbeing conversations
- **Communication**
 - May need to develop new communication strategies so individuals and teams can stay in touch regardless of location
 - Open and regular communication is important
 - Facilitation of hybrid meetings
 - Digital skills

Helpful reading and tools

<https://www.workafterlockdown.uk/>

<https://www.employment-studies.co.uk/resource/returning-workplace-after-covid-19>

https://www.cipd.co.uk/Images/hybrid-working-practical-guidance-2021_tcm18-103709.pdf

https://timewise.co.uk/wp-content/uploads/2021/10/Hybrid-Working-Checklist_UK.pdf

<https://www.personneltoday.com/hr/hybrid-working-trial-periods-a-guide-for-hr/>

<https://www.cbi.org.uk/media/7428/cbi-developing-skills-for-hybrid-working-2021.pdf>

IES annual conference

Speakers include:

- Professor Sir Cary Cooper
- Professor Emma Parry
- Philippa Bonay (HRD, ONS)
- Stephen Bevan
- Tony Wilson

Reserve your spaces now!
28th April 2022: Virtual Event

The IES Annual Conference 2022
Looking Ahead to the Future of Work
28th April 2022



A half-day virtual event providing insight and
discussion around how work has changed and how
to prepare for an uncertain future



HR Network

To learn more about the Network, contact
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