The Hybrid Conundrum A Solution Lens

A whitepaper by Enparadigm - Future of Work series

The Hybrid Dichotomy

Making sense of the flux

GOOD

a.   72% of employees feel virtual meetings improve inclusion and participation
b.   149 million new technology-oriented jobs to be available by 2025

BAD

a.   62% of employees feel limited networking opportunities negatively impact growth
b.   57% feel disconnected from their organization and co-workers

UGLY

Burnout is real : 80% of firms have tried to address employee burnout
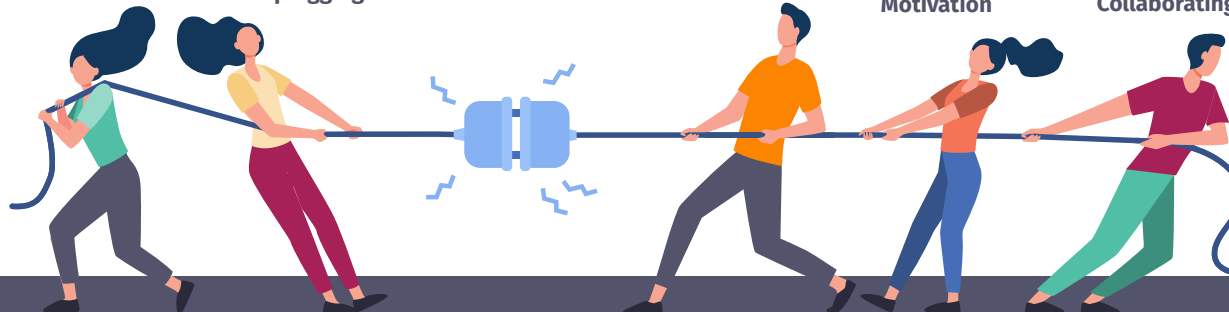60% of Gen Z's say they are merely surviving or flat-out struggling

16%
Feeling Lonely

27%
Difficulties Unplugging

15%
Distractions

12%
Motivation

16%
Trouble Collaborating

The BOTCH in HYBRID

What's the Data telling us?

Burn-out

Post pandemic stress at an all-time high. 54% feel overworked. 39% feel exhausted.

Talent shortage

40% of workers are considering leaving their current job. Attrition averages at 30%-40% for 3 years.

Hierarchy

Middle managers are 46% less satisfied with Hybrid than senior executives.

Ownership gaps

57% employees feel disconnected from their organization and co-workers.

Collaboration issues

67% of employees want more in-person work or collaboration post-pandemic.

Burn-out is Real

What's at stake here?

- For the global economy, the loss of productivity because of poor mental health might be as high as $1 trillion per year.

- Every £1 spent by employers on mental health interventions helps them get £5 back in reduced absenteeism and staff turnover

What's Changed?

- Post-pandemic average workday lengthened by 48.5 minutes

- 70% of newly minted remote workers have been putting in time on the weekends
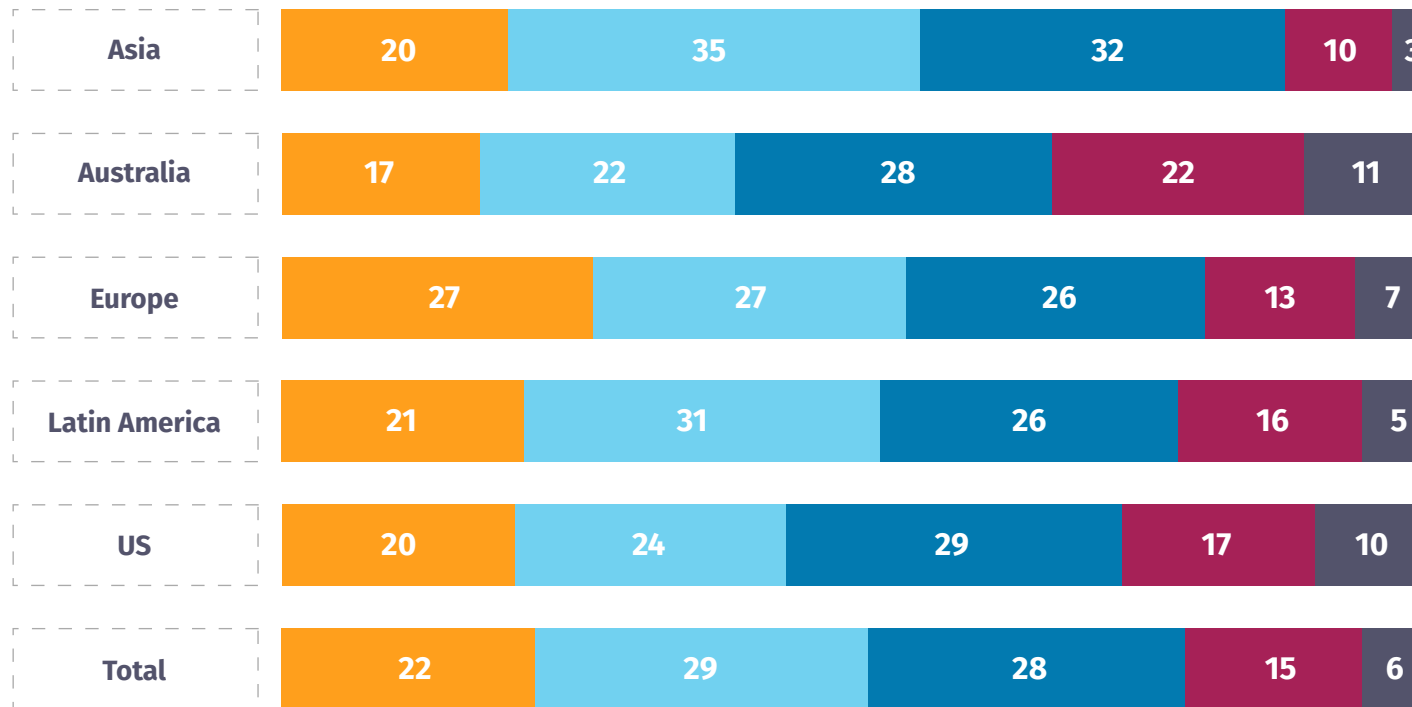
What's Changed?

- Women seem to be more likely to experience burnout, with 80% of women reporting burnout vs 72% of male workers

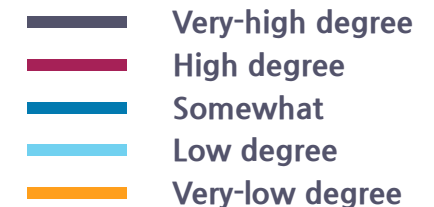- 32% of employers have increased mental health support for their staff as a result of the pandemic

Early Burn-out Detection is Critical

**Level of burnout felt by employees,
% servey participants**

	Very-low degree	Low degree	Somewhat	High degree	Very-high degree
Asia	20	35	32	10	3
Australia	17	22	28	22	11
Europe	27	27	26	13	7
Latin America	21	31	26	16	5
US	20	24	29	17	10
Total	22	29	28	15	6

49%

of respondents say they are feeling at least somewhat burned out

- Very-high degree
- High degree
- Somewhat
- Low degree
- Very-low degree

A few symptoms to look out for:

a. Frustration and irritability with co-workers

b. Forgetfulness and difficulty concentrating

c. Diminished pride in your work

d. Difficulty maintaining relationships and being present with loved ones

Addressing Burn-out
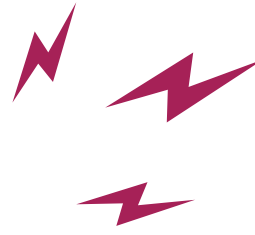
Design Stack

- To help alleviate screen fatigue, identify process-driven interventions (meeting free Fridays, mandatory break periods etc.)

- Incorporate mindfulness as a culture pivot to enable a better work-life balance

Technology Stack:

- Use technology to drive synchronous communication across various information flow channels (Slack, CRM, etc.)

- Employ design thinking to provide a unified experience across various tech platforms at work

Skill Stack:

- Women seem to be more likely to experience burnout, with 80% of women reporting burnout vs 72% of male workers

- 32% of employers have increased mental health support for their staff as a result of the pandemic

Ownership in Hybrid

What's Really Happening?

01

- Research by MIT shows growing disparity between performance, rewards and promotions for people working in office and out-of-office

- Disengaging effects of remote work can be as serious as 17% lower productivity and 24% higher turnover

What are we witnessing?

02

- 59% of workers term "flexibility" as more important to them than salary or other benefits

- 61% of workers identified "social interaction" as a primary benefit of coming to the office

The Human in HR

03

Lack of trust in a virtual setting combined with post-pandemic stress has created a rift between employers and employees

- 82% of employees agree it is important that their organization sees them as a person, not just an employee

- 20% more employees become high performers when provided flexibility (location, timings etc.) over those working in a 9-5 setup

How to build Ownership?

Ownership is a function of the level of Freedom and maturity that a person experiences in his/her role. How can we then leverage both?

Freedom:

How much freedom does your boss allow for? Low freedom spaces requires more coordination and approval. How to enhance sense of freedom then?

- Human-centric work design — flexible work experiences, intentional collaboration opportunities and empathetic management

- Establish principles, not policies — No "minimum three days in the office per week"; the message becomes "Both the physical office and remote locations offer intrinsic value— we encourage you to choose which task is best done where"

Maturity:

How capable is your team to independently organize its work and deliver products/services to your customers?

- Give employees the tools they need to work autonomously from anywhere

- Train workforce around Unconscious bias: ensuring remote employees are treated the same as those in the office
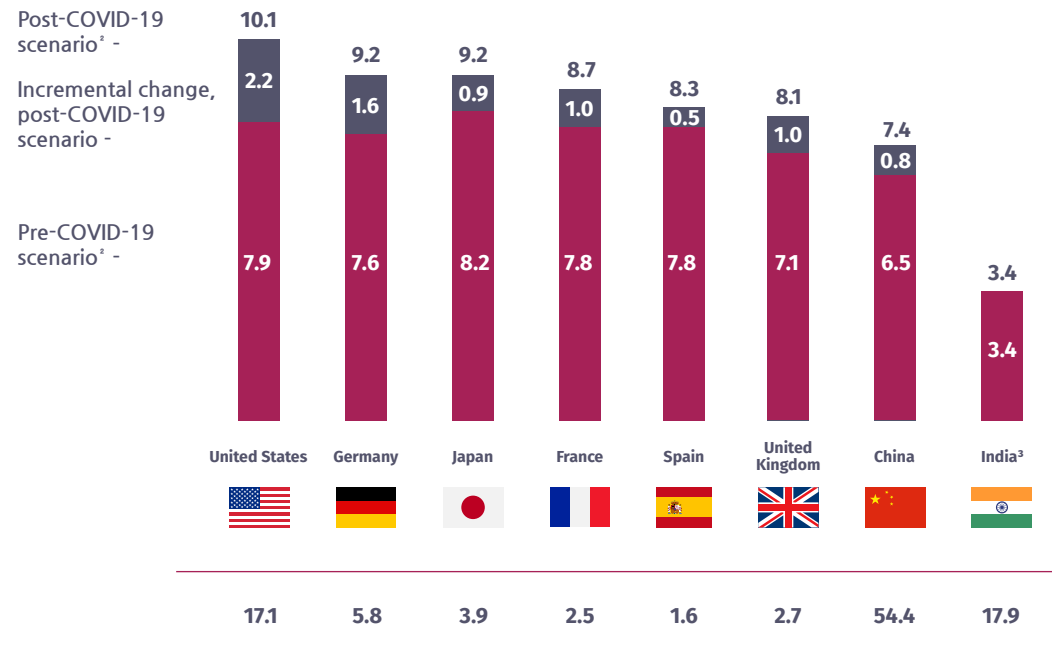

High

Freedom

Chaos

Ownership

Captive

Low

Maturity on Achieving goals

High

Talent Puzzle in Hybrid:

The Two Sides

More people may need to transition to new jobs in the post-COVID-19 scenario.

Share of workforce that may need to transition to jobs in new occupations by 2030,[1] %

Post-COVID-19 scenario[2]

Incremental change, post-COVID-19 scenario

Pre-COVID-19 scenario[2]

	United States	Germany	Japan	France	Spain	United Kingdom	China	India[3]
Post-COVID-19	10.1	9.2	9.2	8.7	8.3	8.1	7.4	3.4
Incremental	2.2	1.6	0.9	1.0	0.5	1.0	0.8	
Pre-COVID-19	7.9	7.6	8.2	7.8	7.8	7.1	6.5	3.4
Job transitions in post-COVID-19 scenario,[2] million	17.1	5.8	3.9	2.5	1.6	2.7	54.4	17.9

Job transitions in post-COVID-19 scenario,[2] million

Demand Side Problem

- 149 million new technology-oriented jobs by 2025
- 58% of the workforce need new skill sets to do their jobs successfully
- By 2025, 85 million jobs are estimated to be displaced by automation

Supply Side Problem

- 77% of Gen Z and 63% of millennials plan to switch jobs in the next 12 months
- 46% of remote workers plan to relocate
- 69% of Leaders feel the quantity of candidates is sub-optimal for business success

Talent: Retention & Reskilling

Design Stack

Demand Side

Supply Side

Tech Stack

Solve for Skills:
What capabilities would your business need to excel in Web3.0? How can you build them at scale?

Integrate Gig Economy:
Just-in-time hiring from new age channels to become the norm

People Analytics:
How do you measure performance in Hybrid? Mapping entire talent journey and collecting data paves the way.

Recruitment Platforms:
With 62% of employers making a formal effort to move toward skills-first hiring, existing hiring tech needs a relook

Collaboration in the Hybrid World

1 **The Trust Deficit:**

- 55% of managers and employees trust people more in a physical environment than a virtual one.

- 38% of managers are skeptical of remote workers, and nearly half of all employees (48%) feel micromanaged.

2 **The Need for Trust:**

- A Harvard Business Review research suggest that people at high-trust companies report 50% higher productivity

- They also report having 40% less burnout and 13% fewer sick days

3 **The Human in HR**

- About 73% of employees want greater flexibility and 67%seek in-person activity and collaboration post-pandemic .

- 67% of hybrid employees agreed their team is skilled at working asynchronously compared with 56% of on-site employees.

Collaboration in the Hybrid World: The Trust Game

Hybrid has impacted trust across both Skill & Will for employees

- Skill gap on Digital Capability

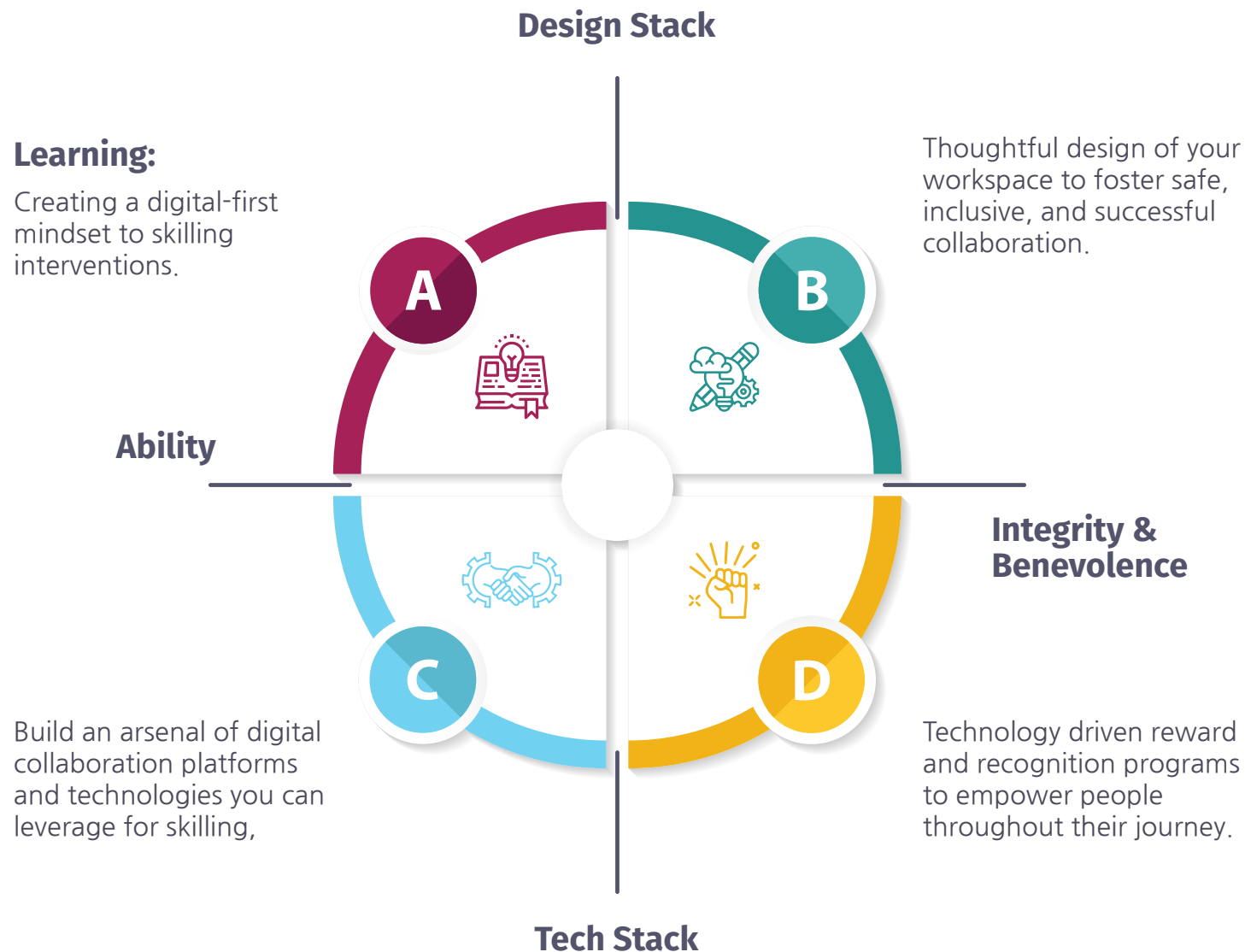- Will gap on Organizational Connect

The Challenge?

How to move people up to the Trust Quadrant

The Ladder!

- Imbed skilling as a defined process driven by emergent business needs

- Formulate individual connect with employees and address their sense of purpose and show that you truly care

High

Ability

Respect   Trust

Distrust   Affection

Low

Integrity and Benevolence   High
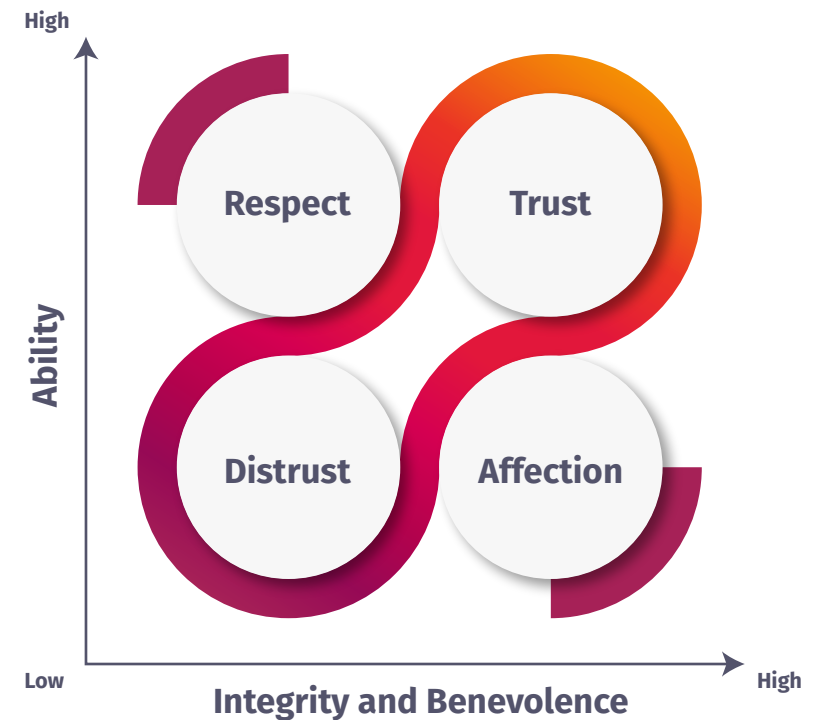
Driving Collaboration in Hybrid

Design Stack

Learning:

Creating a digital-first mindset to skilling interventions.

Thoughtful design of your workspace to foster safe, inclusive, and successful collaboration.

A

B

Ability

C

D

Integrity & Benevolence

Build an arsenal of digital collaboration platforms and technologies you can leverage for skilling,

Technology driven reward and recognition programs to empower people throughout their journey.
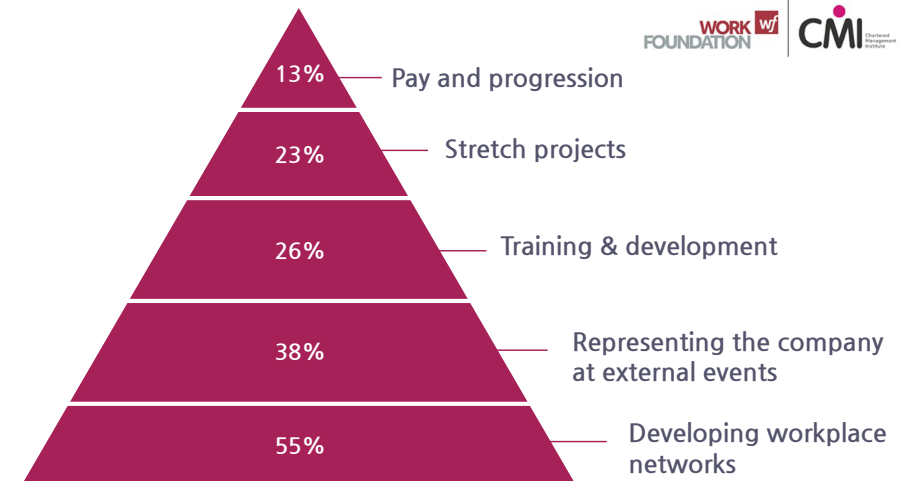
Tech Stack

Role of Hierarchy in the Hybrid World

What do Managers Think?

- 33% managers believe that people use remote working as an opportunity to put in less effort

- 30% managers are concerned about their role vanishing in the near-future

The New Role of the Manager

- Provide remote leadership in a hybrid model
- Act as Knowledge Gatekeeper

Way-Forward?

- Flatter hierarchies will deliver better returns in a hybrid world.

- Reviewing organization design to align roles and structures based on industry specific needs is vital

Pyramid:
- 13% — Pay and progression
- 23% — Stretch projects
- 26% — Training & development
- 38% — Representing the company at external events
- 55% — Developing workplace networks

% of managers expecting remote working to decrease access to development opportunities

Evolving Hierarchies in Hybrid

Design Stack

01
Finding the right balance between synchronous and asynchronous work

02
Create Digital Ninjas, who then galvanize smaller teams to embrace hybrid in its truest form

Hierarchical Setup

Flat Hierarchy

03
People Analytics to help provide talent mapping at an individualized level

04
Agility, Storytelling, and Creative Problem Solving are most important Human Skills to build
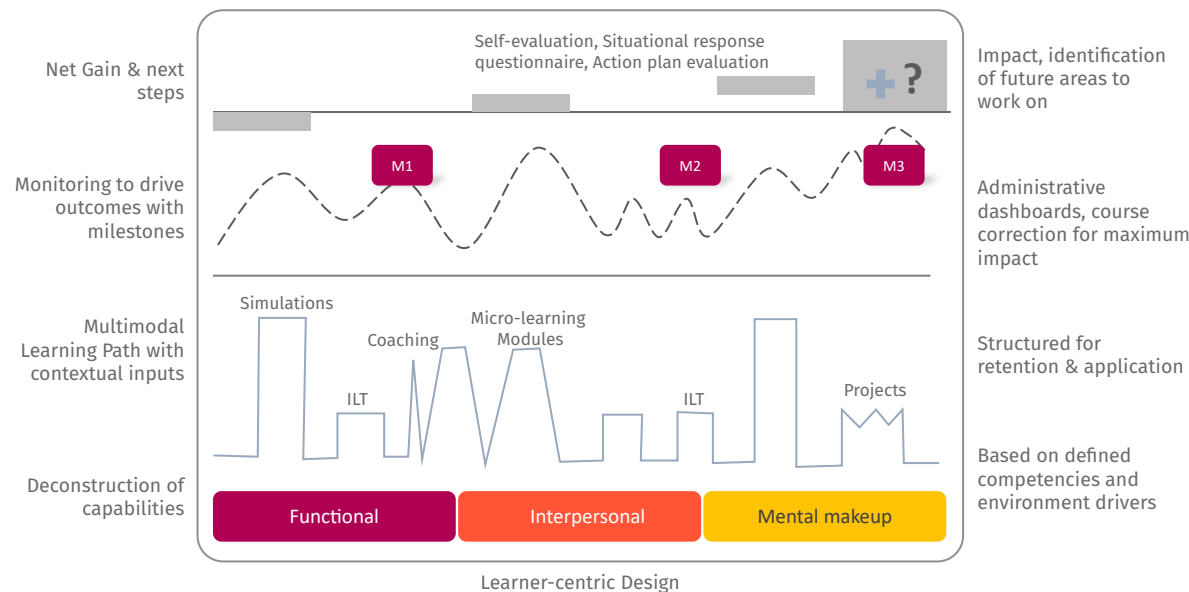
Skill Stack

Evolving Hierarchies in Hybrid

The Challenge?

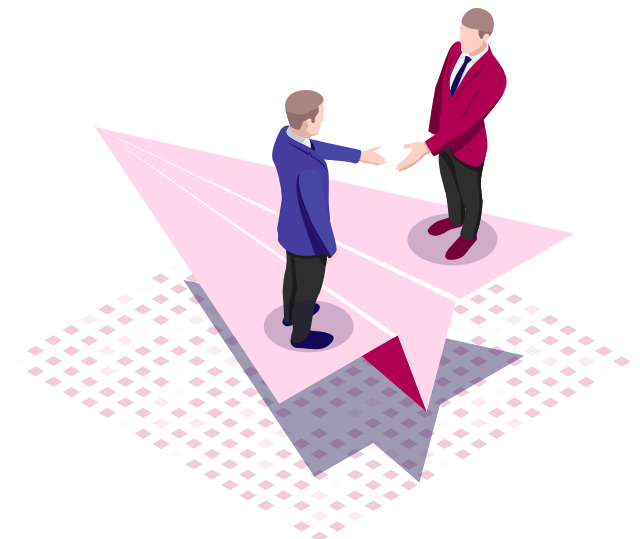A Big4 consulting firm came to us with a unique challenge:

- Build team management and effective communication skills for over 600 mid-level professionals in virtual mode

- 1 week time from design to live execution

The Result:

- 19 parallel workshops facilitated in a seamless manner

- Enhanced engagement and productivity levels achieved by the target audience

Our Approach:

Net Gain & next steps

Self-evaluation, Situational response questionnaire, Action plan evaluation

+ ?

Impact, identification of future areas to work on

M1   M2   M3

Monitoring to drive outcomes with milestones

Administrative dashboards, course correction for maximum impact

Simulations

Micro-learning Modules

Coaching

Multimodal Learning Path with contextual inputs

ILT

ILT

Projects

Structured for retention & application

Deconstruction of capabilities

| Functional | Interpersonal | Mental makeup |

Based on defined competencies and environment drivers

Learner-centric Design

enparadigm

Find out more at
www.enparadigm.com

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