

Hybrid Work Models & Reinventing the Employee Value Proposition for the Future of Work

Rob O'Donohue, Sr. Director
CIO Leadership, Culture, & People Research Team

Rob O'Donohue - BIO



Role: Sr. Director Research Analyst



Experience:

- 20 Years in IT
- 12 Years with EMC & Dell
- 10 Years Coaching Leaders & Teams on Culture
- Qualified Executive Coach (ICF ACC) and holds a current PMP
- Briefings and Workshops focused on
- Culture, Leadership, Talent, and Diversity, Equity, & Inclusion



CIO Leadership, Culture and People



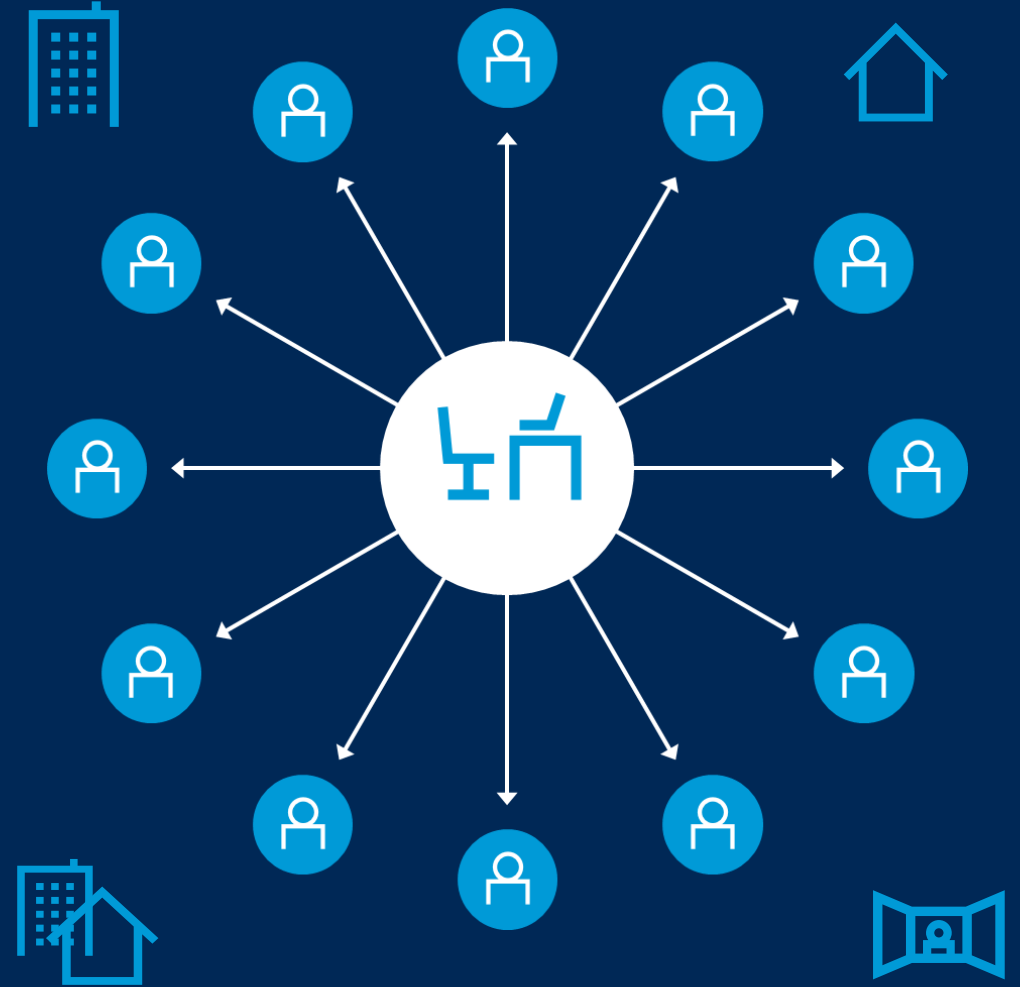
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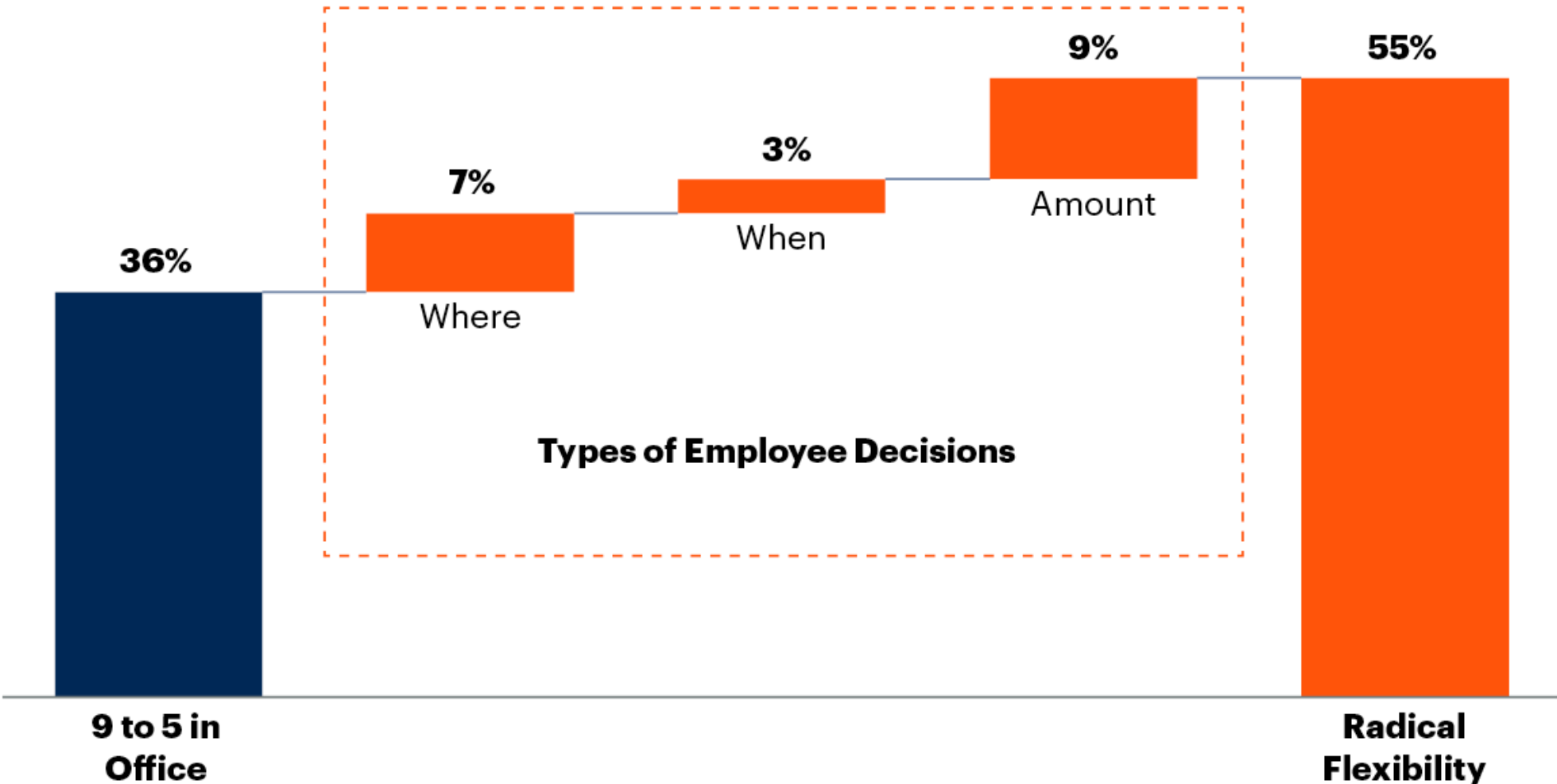
2020: Resilience

2021: Flexibility

A flexible workplace provides the option to work from a home or office location according to work requirements and personal preferences, on the schedule that works best for employer and employee.



Percentage of High Performers Based on Flexibility



n = 5,000

Source: 2020 Gartner ReimagineHR Employee Surveys

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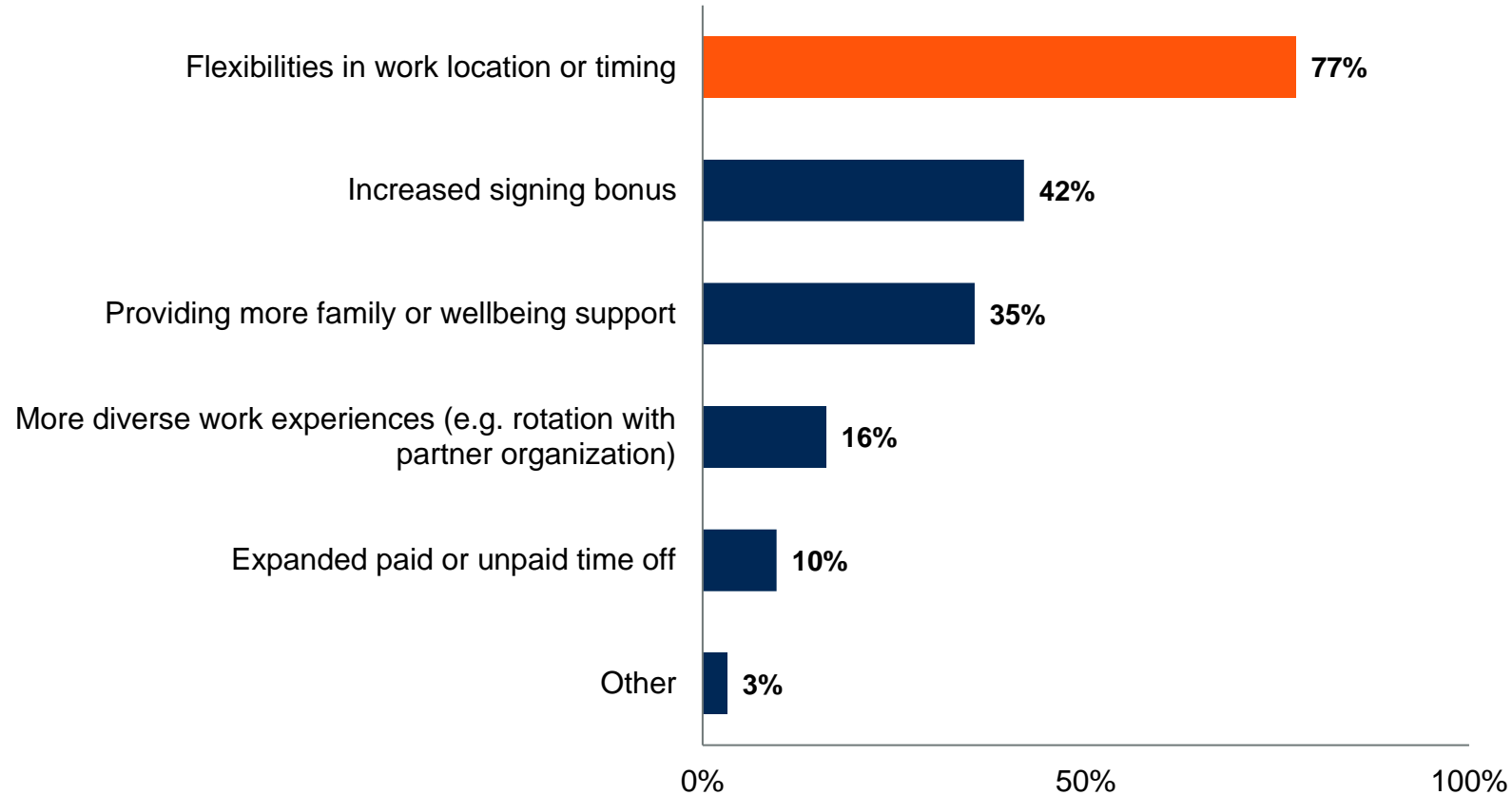
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Flexibility Being Widely Used as an Incentive to Attract Talent

Incentives Besides Compensation Increase to Attract Talent

Percentage of HR Leaders



n = 31 (July)

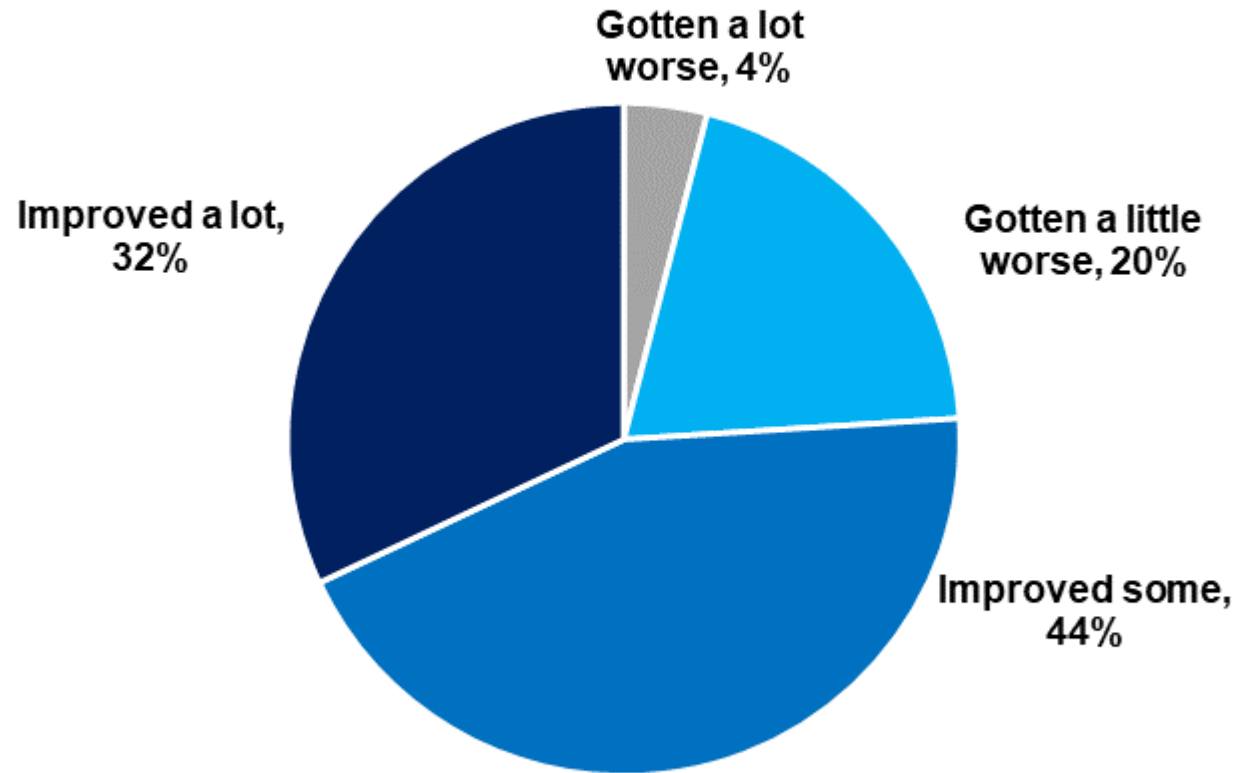
Q: What other incentives besides compensation increase are you providing to attract talent? (Select all that apply)

Source: Gartner Engaging Employees In the Postpandemic Economy Webinar Poll (28 July 2021)

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Q: How has your organization's culture changed since you started working remotely?

Percentage of Newly Remote or Hybrid Employees



Gartner.

Source: 2020 Gartner Improving Employee Engagement Survey

Workforce Expectations Have Changed

76%

- Increased expectation to continue to work flexibly

61%

- Having a flexible work option impacts decision to stay in current job

83%

- Proven ability to perform duties other than in the onsite workplace

Gartner: 2021 Hybrid Workforce Survey

*3 days a week in the office

**What's been lost in
the switch to
remote?**

A Global Pandemic Moves Us to Remote Environment

Loss of Organic Environmental Attributes of the Office

Loss of Consistency



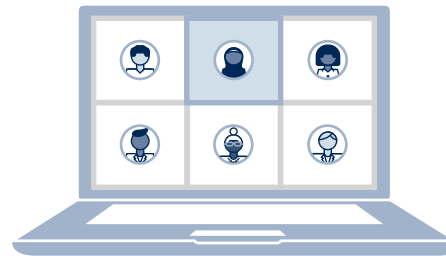
“Everyone is in their own environment.”

Loss of Visibility

EST	Monday	Tuesday
8 a.m.	Blocked	Blocked
9 a.m.	Blocked	Blocked
10 a.m.	Blocked	Blocked
11 a.m.		
12 p.m.		Blocked

“Everyone’s work patterns are obscured.”

Loss of Serendipity



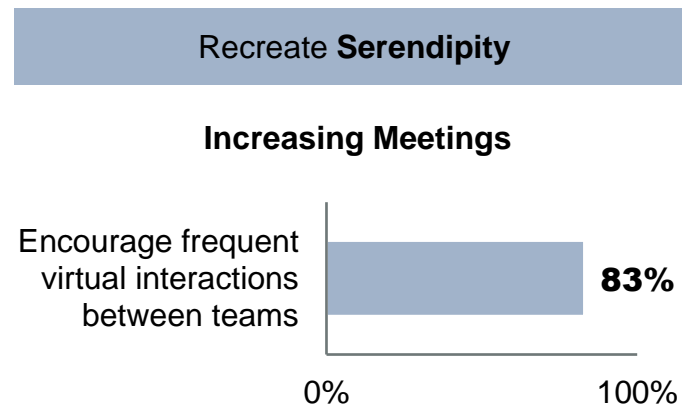
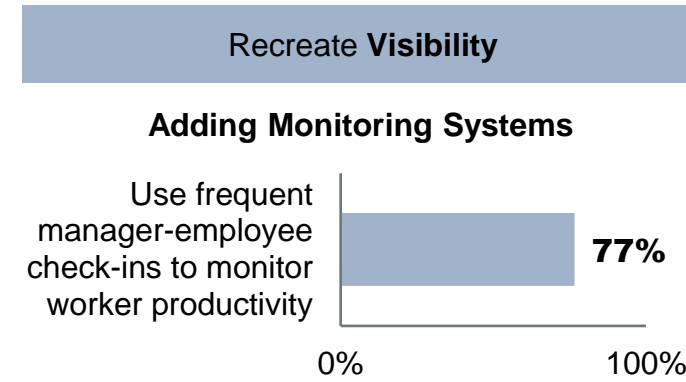
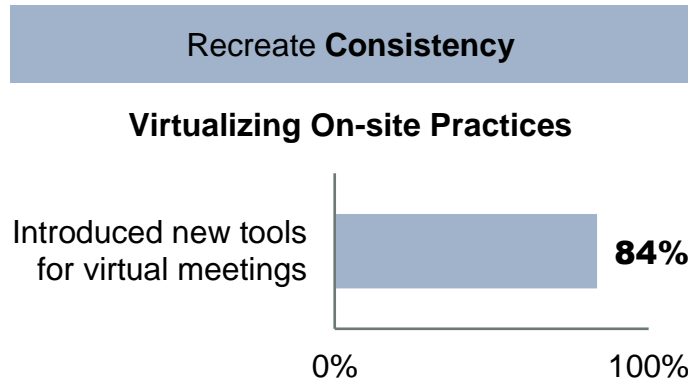
“Everything is scheduled.”

Source: Gartner

Organizations Duplicating Office-Centric Design

Methods of Recreating Features of the Office

Percentage of HR Leaders



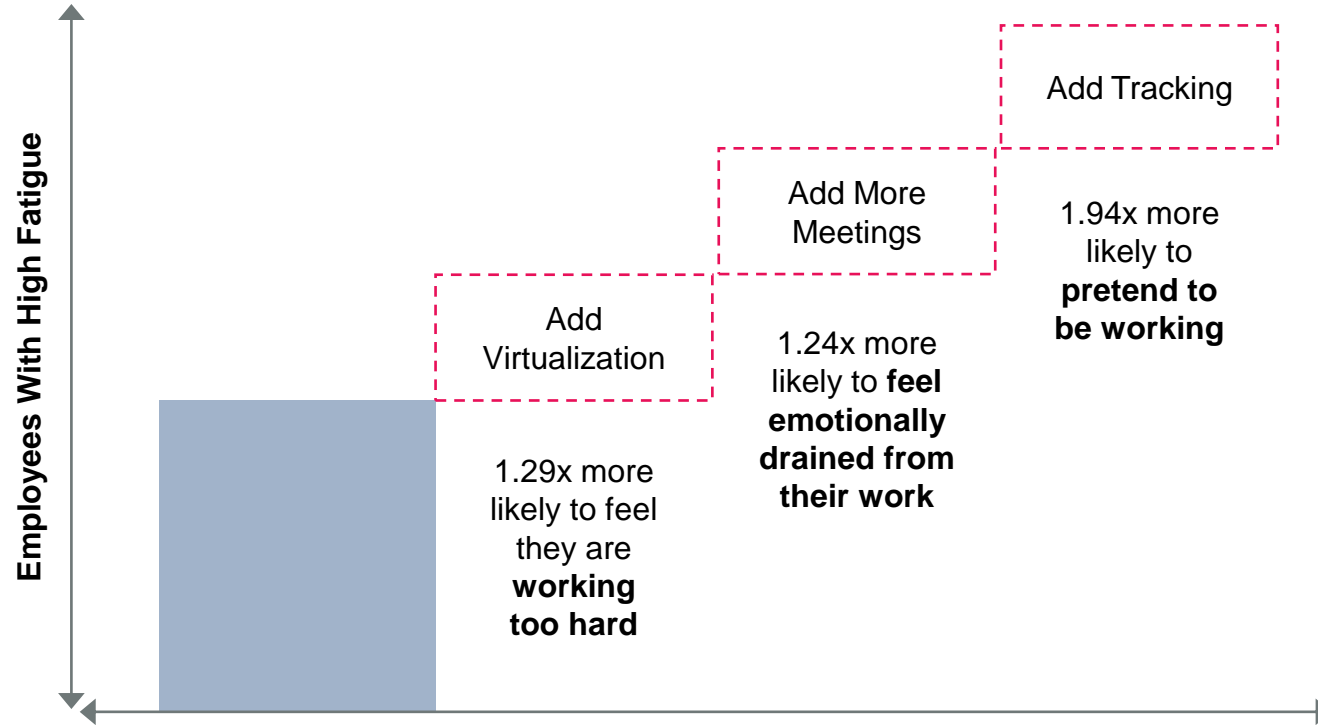
n = 75 HR leaders

Source: 2021 Gartner Hybrid Work HR Leader Survey

How Current Strategies Are Adding to the Problem

High Levels of Fatigue in the Current State

Organizational Methods Exacerbating Baseline Fatigue; Illustrative



Baseline of remote employees with fatigue from:

- Digital Distraction
- Virtual Overload
- Always On

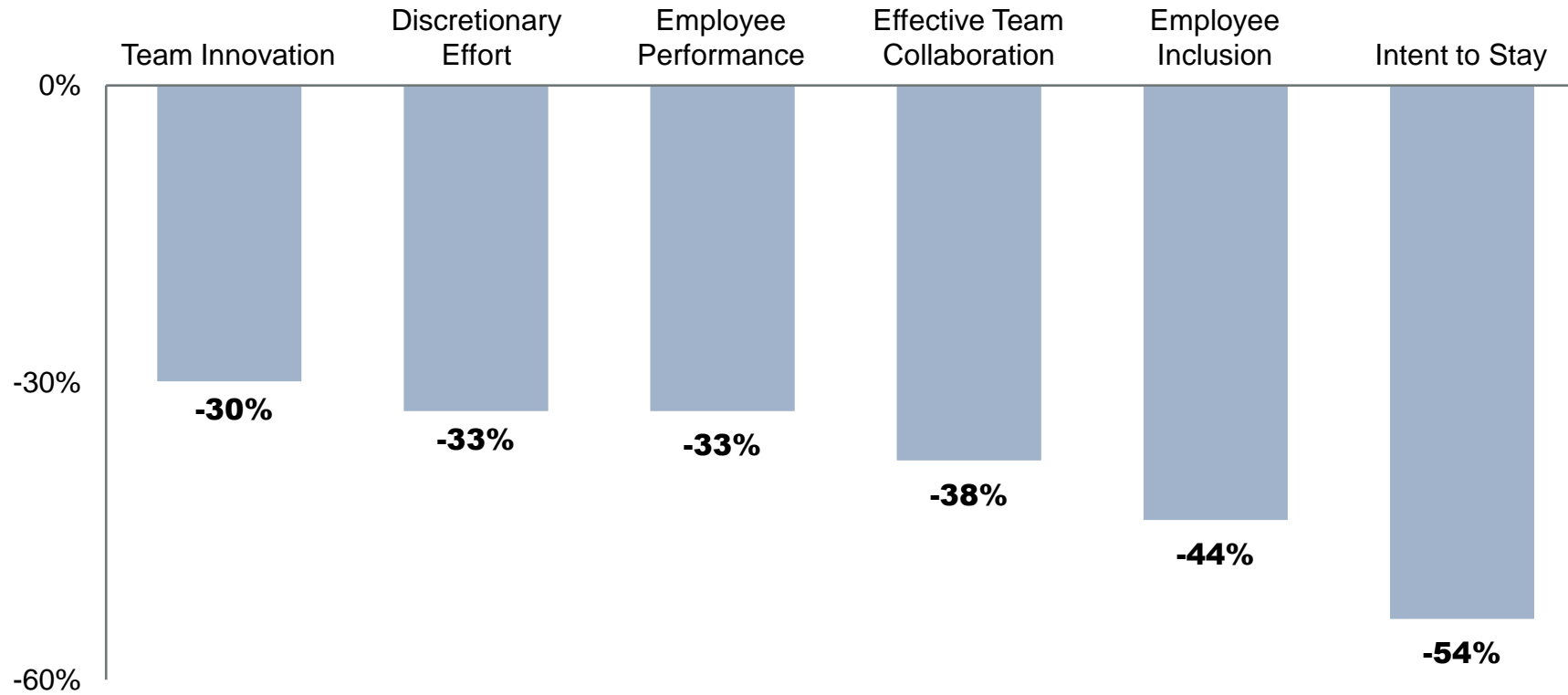
n = 951 remote knowledge workers, 633 on-site knowledge workers

Source: 2021 Gartner Hybrid Work Employee Survey

Why Is Employee Fatigue So Dangerous?

Organizational Outcomes at Risk Due to Employee Fatigue

Maximum Impact of Employee Fatigue on Talent Outcomes



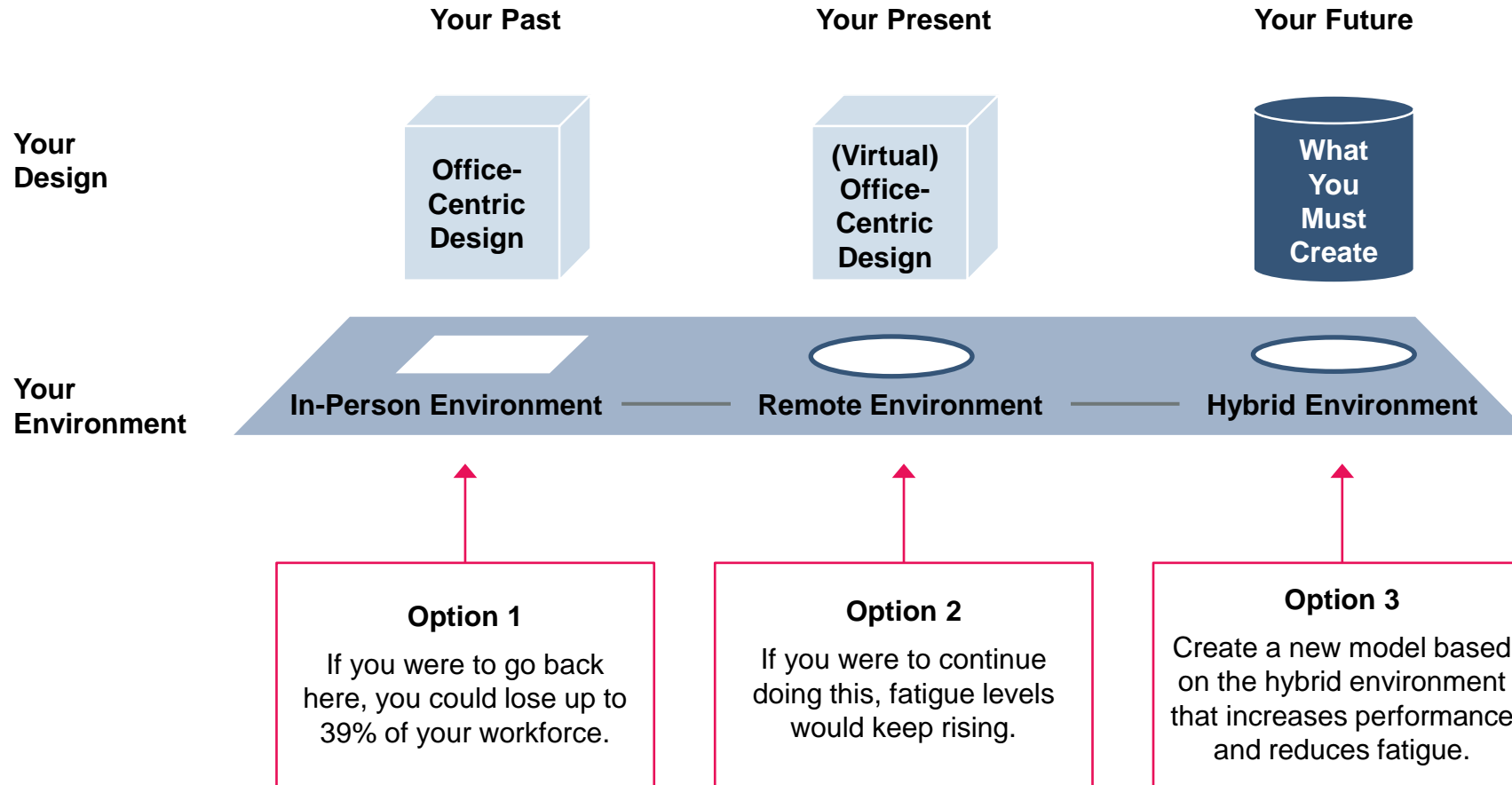
n = 951 remote knowledge workers

Source: 2021 Gartner Hybrid Work Employee Survey

Human-Centric Design Needed

Choose Your Journey

Three Options for HR Leaders Facing Hybrid Future



n = 75 HR leaders; 2,410 hybrid/remote knowledge workers

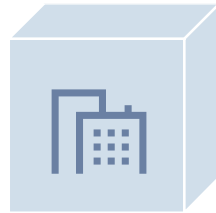
Source: 2021 Gartner Hybrid Work HR Leader Survey; 2021 Gartner Hybrid Work Employee Survey

Redesigning Work for the Hybrid World

Key Shifts Needed to Create a Human-Centric Design for the Hybrid Environment

Office-Centric Design

An On-site Model for an On-site World
“Location is the stable pillar we design work around.”



Human-Centric Design

A Hybrid Model for a Hybrid World
“The individual is the stable pillar we design work around.”



Provide Consistent Work Experiences
Work design principle: Equality of experiences



Provide Flexible Work Experiences
Work design principle: Equality of opportunity

Enable Serendipitous Collaboration
Work design principle: Innovation by chance



Enable Intentional Collaboration
Work design principle: Innovation by design

Drive Visibility-Based Management
Work design principle: Performance by inputs



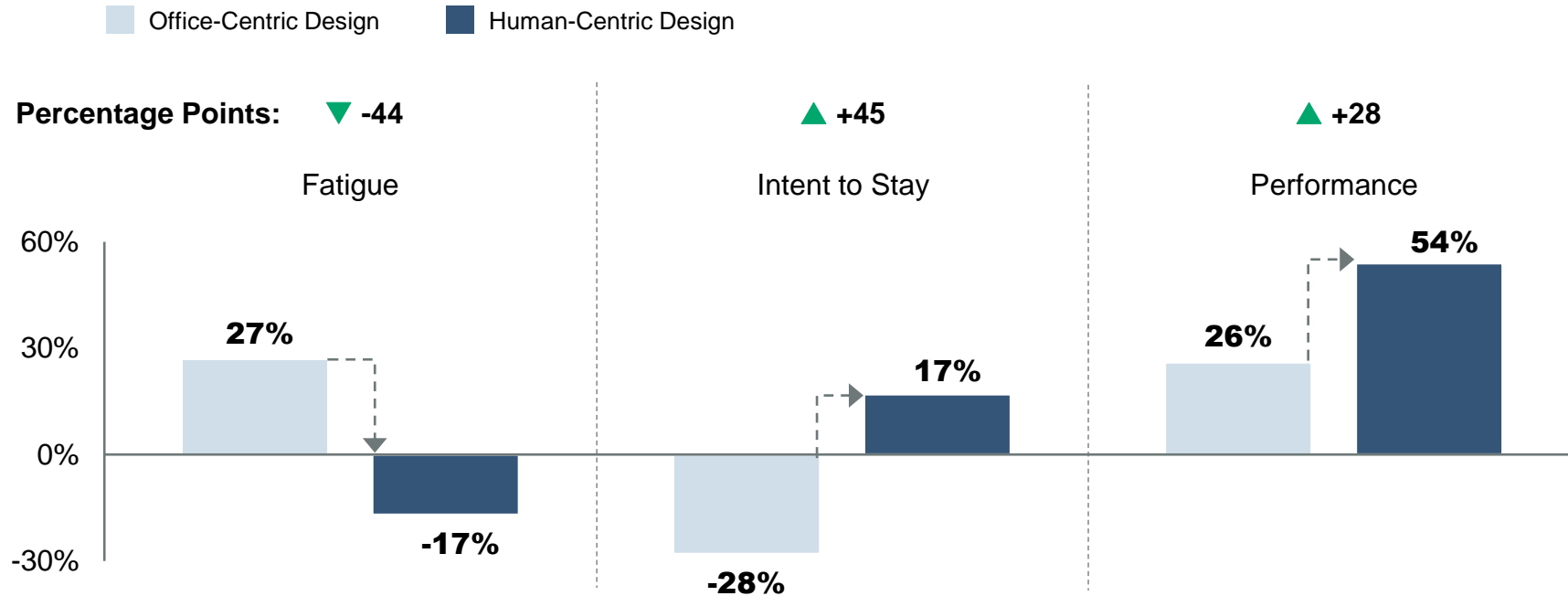
Drive Empathy-Based Management
Work design principle: Performance by outcome

Source: Gartner

Human-Centric Design Drives Outcomes

Maximum Impact of Office-Centric Versus Human-Centric Design on Organizational Outcomes

Percentage Differential Between Each Design on Outcome



Office-Centric Design

- Provide Consistent Work Experiences
- Enable Serendipitous Collaboration
- Drive Visibility-Based Management

Human-Centric Design

- Provide Flexible Work Experiences
- Enable Intentional Collaboration
- Drive Empathy-Based Management

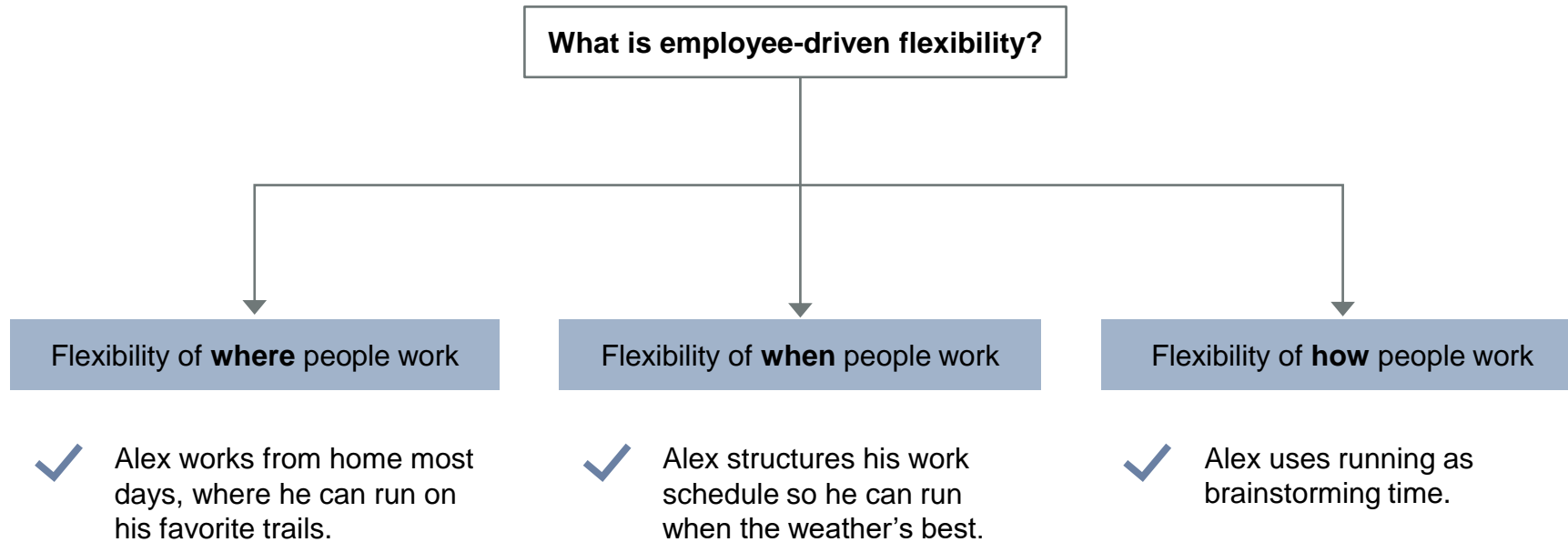
n = 2,410 hybrid/remote knowledge workers

Source: 2021 Gartner Hybrid Work Employee Survey

Flexible Working Experiences

Flexibility Enables Employees to Harmonize Work and Life

How Employee-Driven Flexibility Supports Work-Life Harmonization



Myth of Remote Work Productivity

Compared to before the pandemic, knowledge workers who are remote or hybrid report a **1.46x increase in productivity** compared to on-site workers.

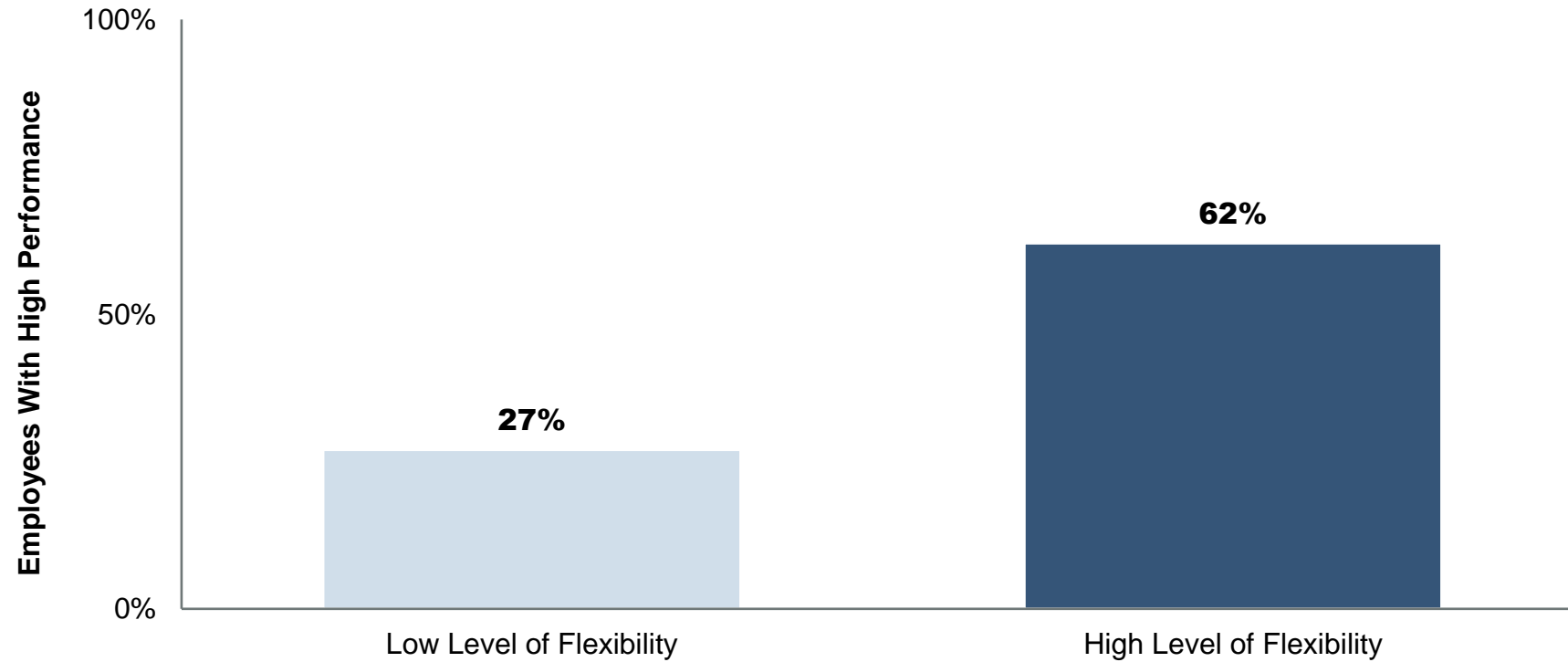
n = 2,410 hybrid/remote knowledge workers

Source: 2021 Gartner Hybrid Work Employee Survey

Flexibility Improves Performance

Impact of Flexibility on Performance

Percentage of Employees With High Performance by Level of Flexibility

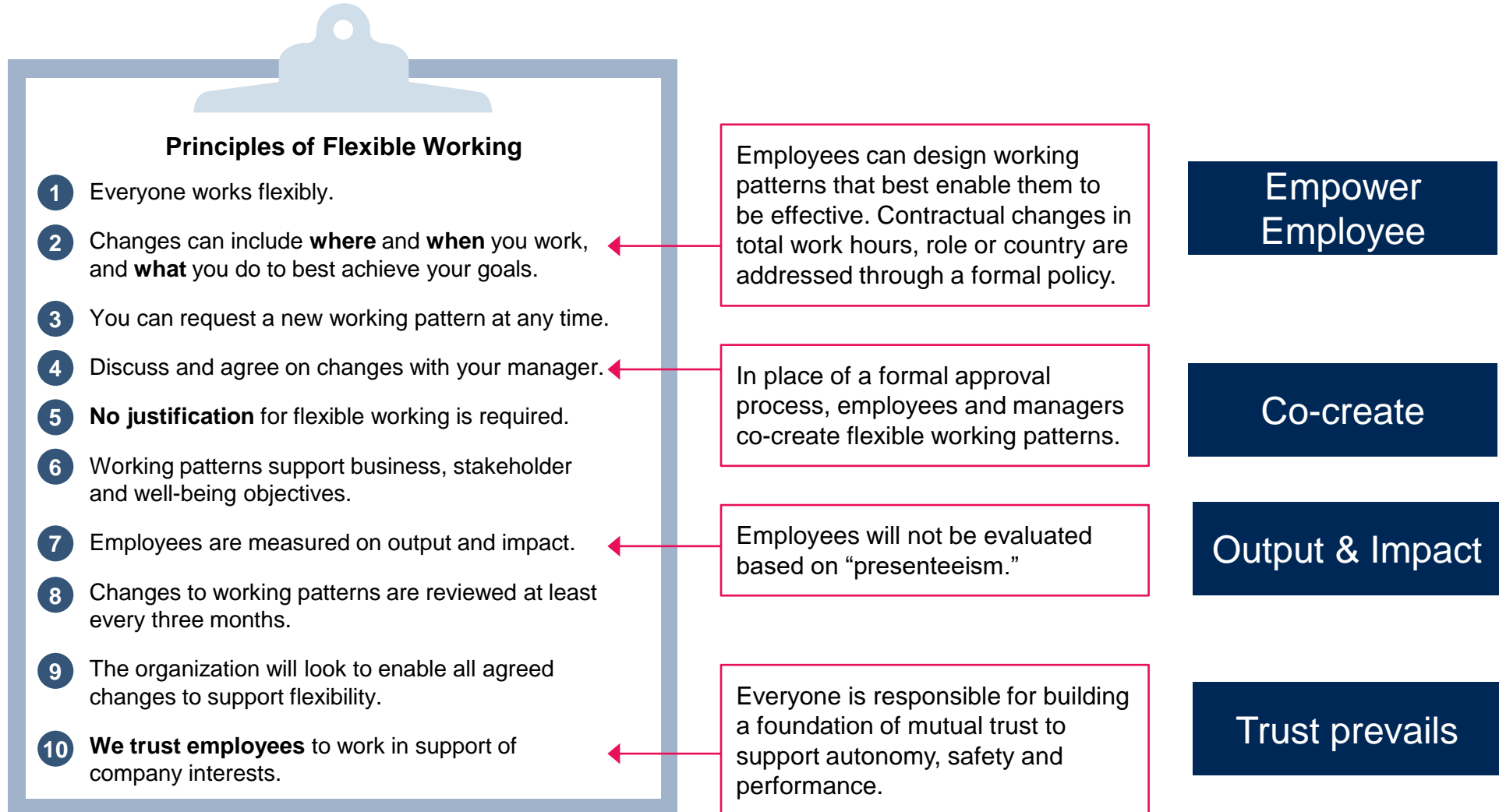


n = 2,410 hybrid/remote knowledge workers

Source: 2021 Gartner Hybrid Work Employee Survey

Flexible Working Needs Principles, Not Just Policy

Overview of Schroders' Ten Principles of Flexible Working

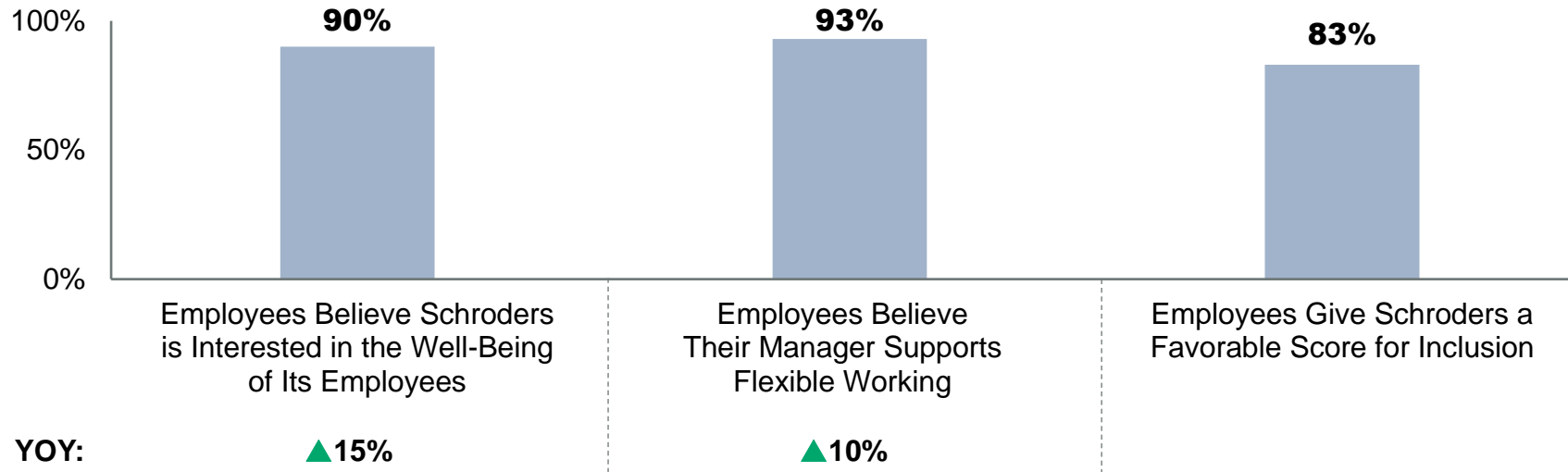


Source: Adapted From Schroders

Schroders

Flexible Working Supports Inclusion and Well-Being

Impact of Work Flexibility on Employee Perceptions



n = 2,730

Source: Adapted From Schrodgers

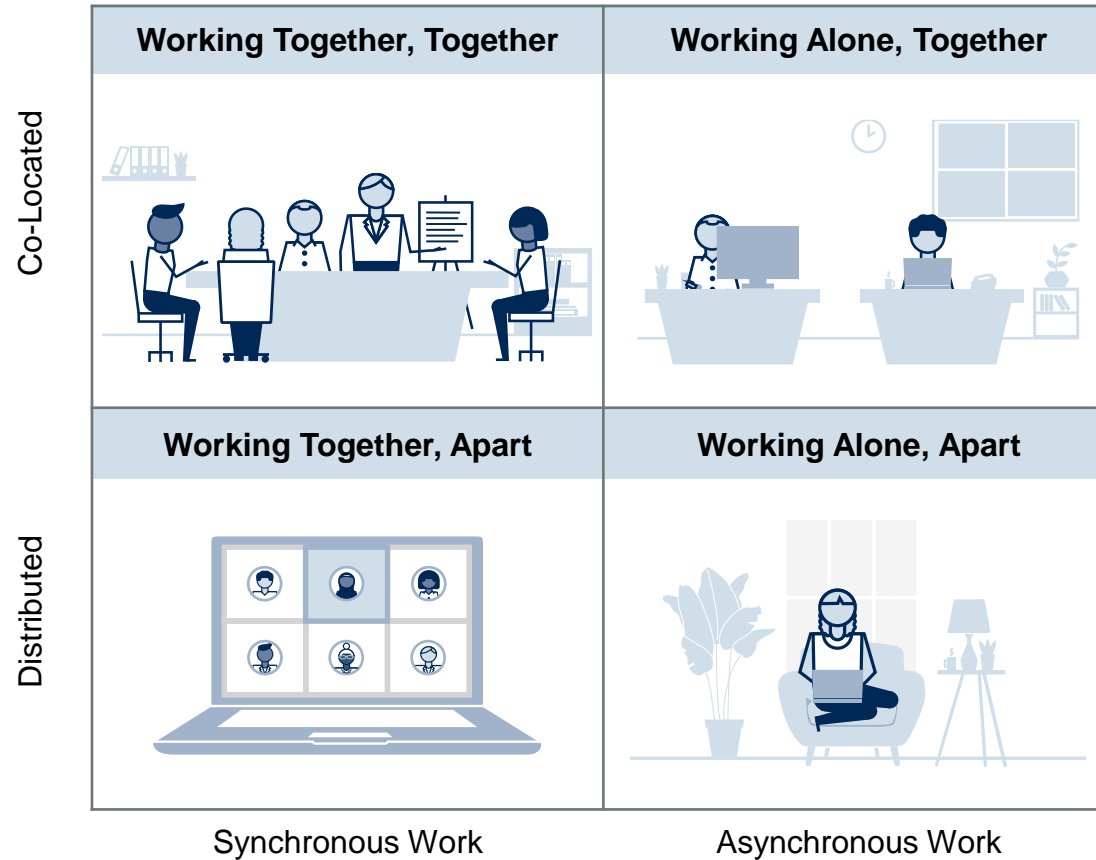
“Employees feel enabled to work flexibly, the concept of flexible working has become normalized and is encouraged and role modelled at all levels across the organization. We are fortunate to work in a firm where our senior leadership and HR teams are committed to cultivating an inclusive workplace culture, and flexible working practices have a significant part to play in achieving this.”

Global Digital Marketing Manager and Schrodgers’ Gender Equality Network Co-Chair

Intentional Collaboration

4 Collaboration Modes in the Hybrid Environment

Collaboration Modes Charted by Location and Time-Spend

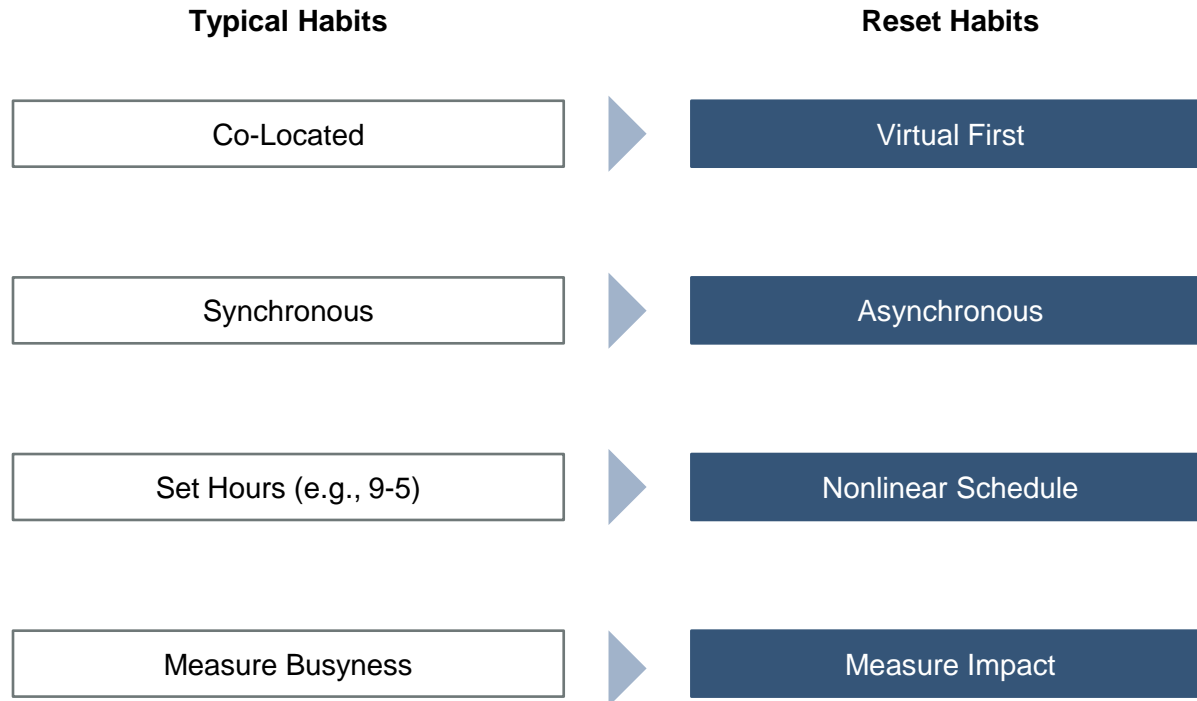


n = 75 HR leaders

Source: 2021 Gartner Hybrid Work HR Leader Survey

Reset Hybrid Collaboration Habits

Shift to Virtual First Collaboration Habits



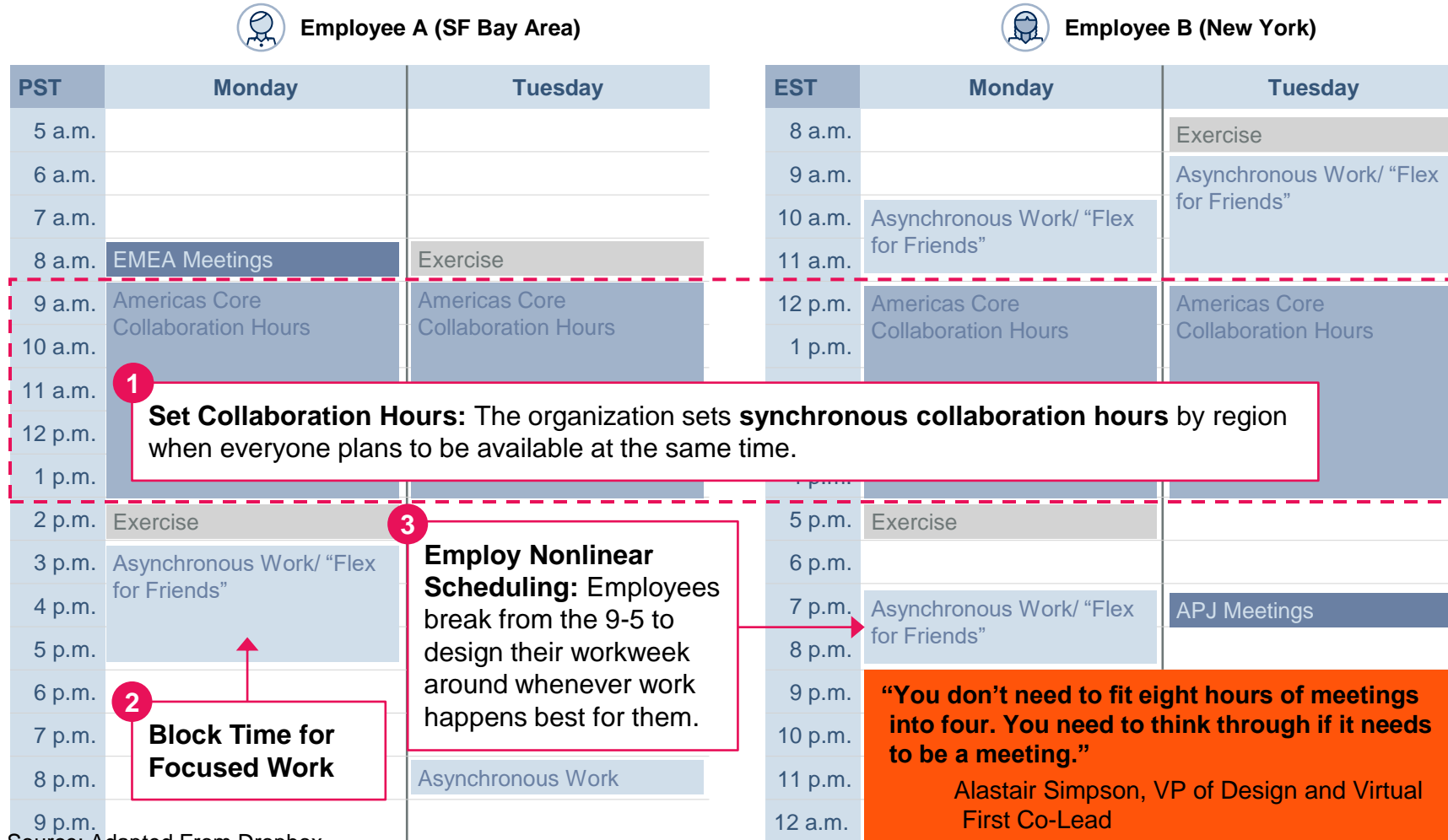
“We must **unlearn** habits that no longer serve us.”
Alastair Simpson, VP of Design and Virtual First Co-Lead

Source: Adapted From Dropbox

Work Asynchronously, Not Synchronously, First

Three Key Steps to Employee-Designed Workweeks

Illustrative



Source: Adapted From Dropbox

Note: Seniors leaders set an expectation that employees should "flex for friends" as needed to collaborate across time zones.



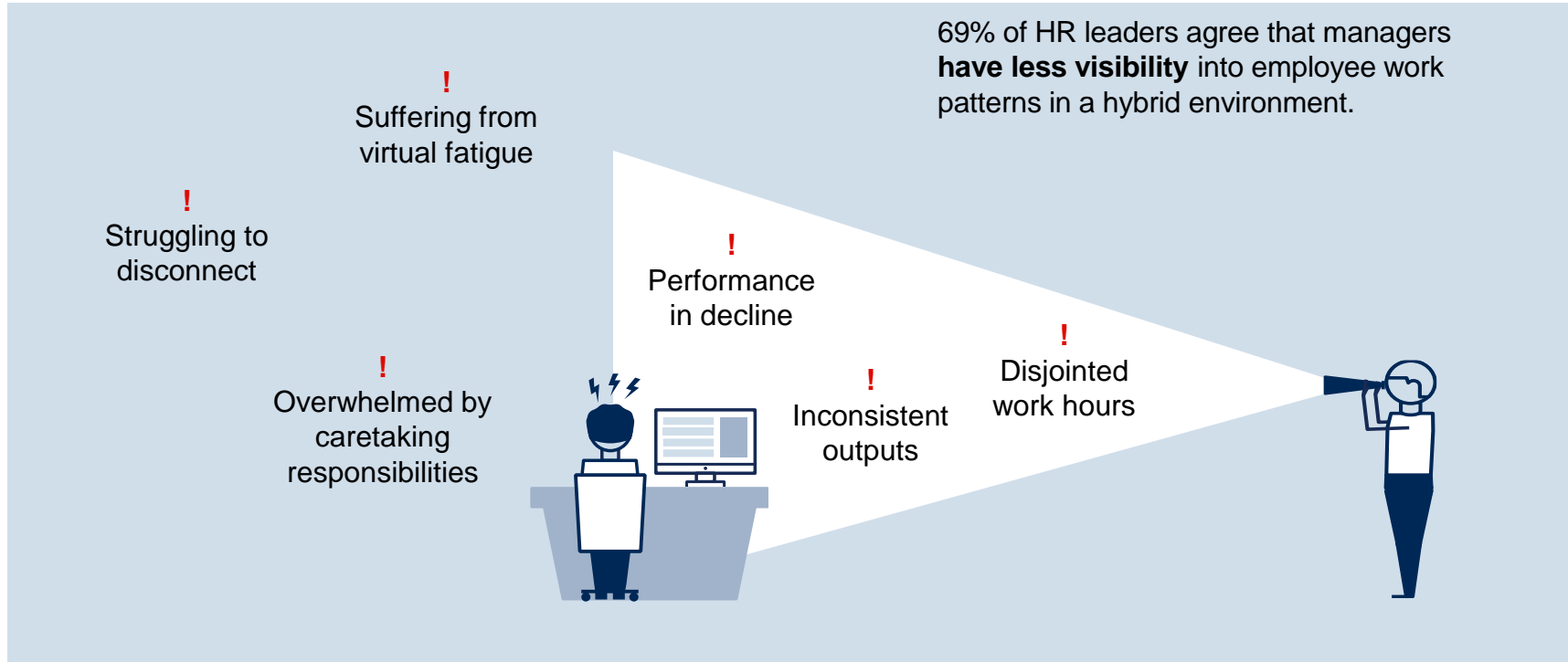
Empathy-Based Management

Hybrid Changes Affecting Manager-Employee Relationship

The Urgent Need for Empathy in the Hybrid Environment

Employee struggles increase in the hybrid world...

...while manager visibility decreases.



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



89% of HR Leaders report it is more important to lead with empathy **in a hybrid environment.**

n = 5,000 employees; 75 HR leaders

Source: 2020 Gartner EVP Employee Survey; 2021 Gartner Hybrid Work HR Leader Survey;

Allow Leaders to Fail Safely, Not Just to Succeed

Cisco's Courageous Conversations

Sample Scenarios

HR equips the actors with a list of scenarios, such as:

- Disrupted work-life boundaries
- Unsafe home situations
- Hybrid work uncertainty
- Family emergency
- Offensive coworker behavior
- Anxiety from current events

Scenarios are customized to each geographic region and office culture.



Improv Actor

Senior Leader

Building Confidence Through Practice

- ✓ Practicing with actors allows leaders to **gain experience without fear of failure.**
- ✓ Leaders sometimes don't know the scenarios beforehand, so they learn to **prepare for the unexpected and expected.**
- ✓ Practicing empathetic skills across different scenarios allows leaders to **increase their comfort level.**

By giving leaders opportunities to fail safely in practice conversations, Cisco builds their **confidence** and readiness to deal with **more personal subjects.**

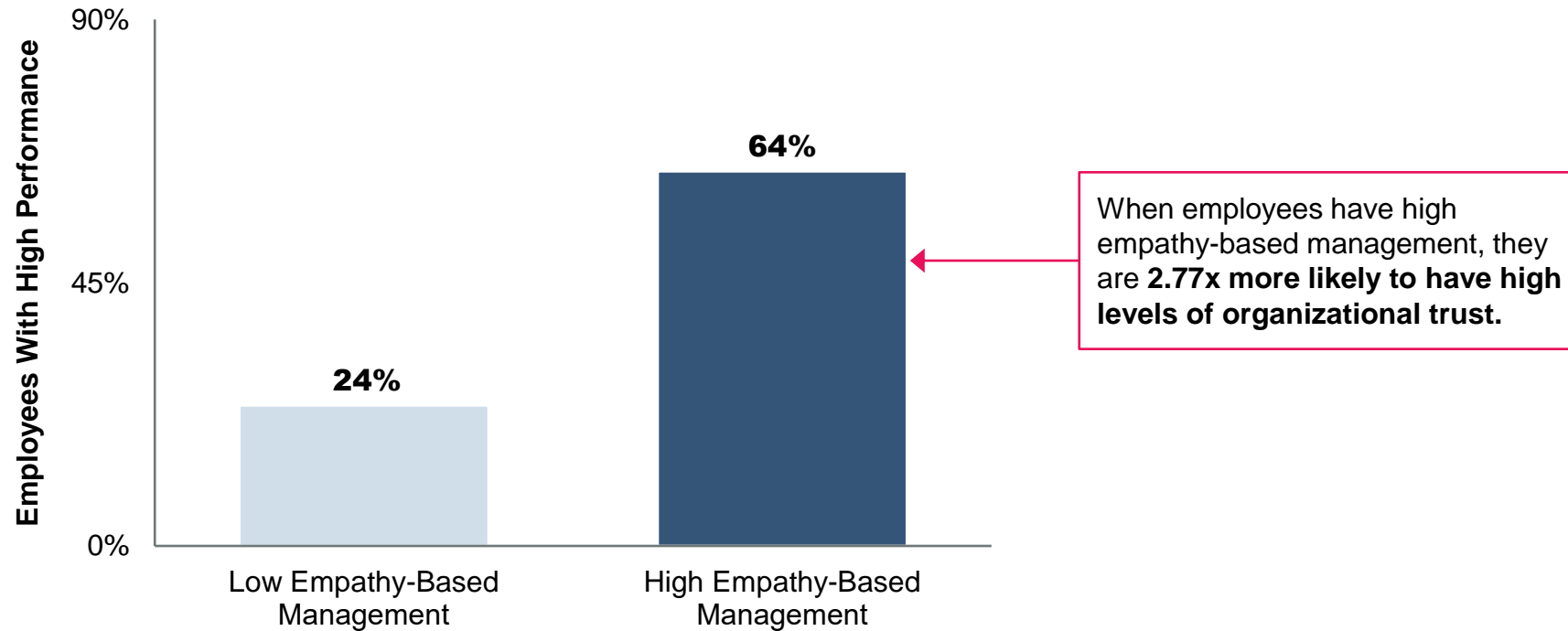
Source: Adapted From Cisco



Empathy-Based Managers Impact Performance

Impact of Empathy-Based Management on Employee Performance

Percentage of Employees With High Performance by Level of Empathy-Based Management



n = 2,410 hybrid/remote knowledge workers

Source: 2021 Gartner Hybrid Work Employee Survey

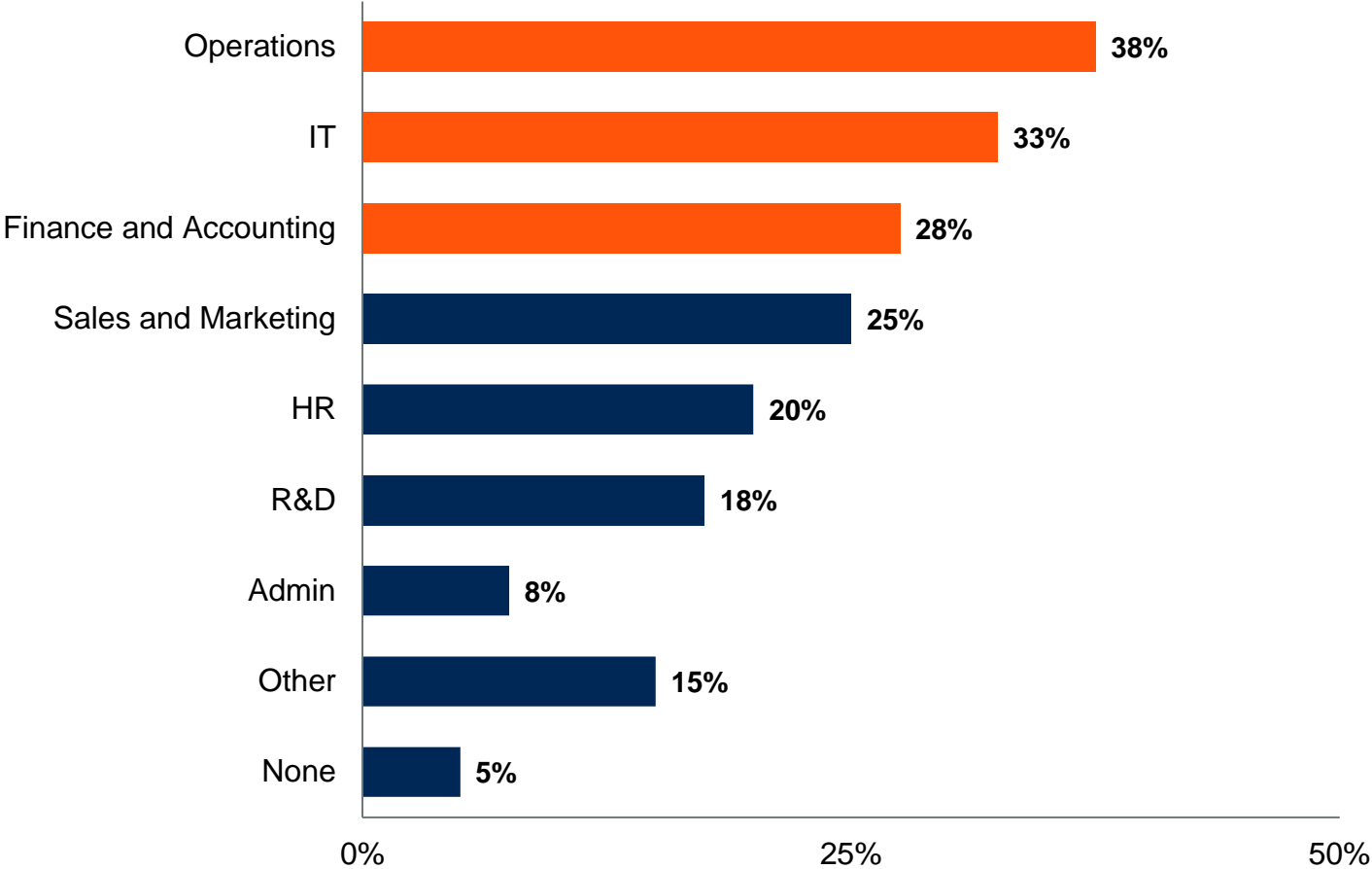
Employee Value Proposition (EVP)

The set of attributes that the labor market and employees perceive as the value they gain through employment in the organization.



Ops, IT, Finance and Accounting Functions Are At Top Attrition Risk

Functions with Highest Perceived Attrition Risk
Percentage of HR Leaders



n = 40 (July)

Q: Which functions are you most concerned about in terms of their attrition risk? (Select up to three)
Source: Gartner Engaging Employees In the Postpandemic Economy Webinar Poll (28 July 2021)

Levers of EVP

Traditional EVP

The Five EVP Categories Contain 38 Attributes



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The Reinvented EVP: The Path to Higher Impact

The Human Deal Framework

Deeper Connections

Make employees **feel understood** by helping them be themselves and maintain their personal connections

- Camaraderie
- Collegial Work Environment
- DEI
- Manager and Leadership Quality
- Family Support
- Community Support
- Coworker Quality

Shared Purpose

Make employees **feel invested** by taking actions on societal and cultural issues.

- Work Purpose
- Social Responsibility
- Environmental Responsibility
- Ethics/Integrity



Source: Gartner

Holistic Well-Being

Make employees **feel cared for** by providing them a complete set of well-being offerings and ensuring they use them.

- Compensation
- Employer Recognition
- Health Benefits
- Retirement Benefits

Radical Flexibility

Make employees **feel autonomous** by giving them flexibility to with where, when, how much, how, and with whom they work.

- Location
- Innovative Work
- Risk Taking (? PG)
- Work-Life Balance
- Workspace

Personal Growth

Make employees **feel valued** by providing them with personal growth opportunities

- Professional Development
- Personal Development
- Future Career Opportunity
- Equal Opportunities
- Job-Interests Alignment

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Recommended Gartner Research

- 🔍 [Toolkit: Actions to Keep Motivation, Engagement and Performance High in a Hybrid Workplace](#)
- 🔍 [Open Source Change: Making Change Management Work](#)
- 🔍 [Avoid One of the Worst Enemies of Remote Work: Micromanagement](#)
- 🔍 [Address Burnout by Keeping Employees S.A.N.E.](#)