WORKTECH™ ACADEMY

Trend Report

Q1 2022

Seven models to make sense of the new world of work
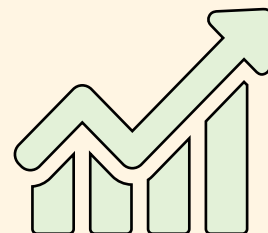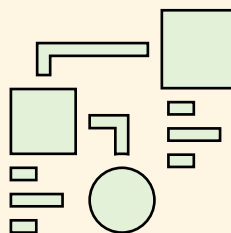
Seven models to make sense of the new world of work

Welcome to your Q1 2022 Trend Report from WORKTECH Academy, which explores the practical challenges of making hybrid happen through the prism of seven theoretical models
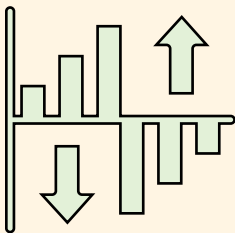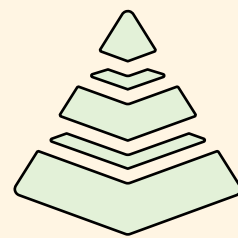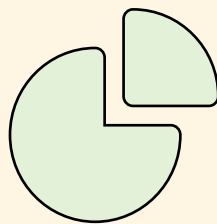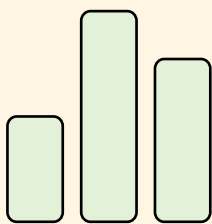
Our latest Trend Report lands on the desks of Academy members at precisely the moment when, in most organisations, speculating about hybrid working is being replaced by detailed strategy work. Companies right now are delving deeper into planning the future and grappling with the many dimensions required to make the hybrid model a success. Conjecture is giving way to concrete action.

The German-American psychologist Kurt Lewin, one of the modern pioneers of organisational psychology in the US, was famous for saying that that 'there's nothing as practical as a good theory'. So, it is in Lewin's spirit that this Trend Report is structured around seven theoretical models, each contributing from a different angle to the practical application of new ways of working.

Some of the models presented here are famous and therefore familiar; others less so. Some are reinterpreted for the new post Covid-19 era while others are brand new, co-created by WORKTECH Academy with various partners. All should resonate in terms of the challenges currently facing corporate firms and the consultants and suppliers who support them.

Model 1 looks at the complex interplay of time and space that is part of the hybrid approach

through the lens of Professor Lynda Gratton's 'anytime, anywhere' model.

Model 2 looks at leadership through Rama Gheerawo's Creative Leadership model, which advocates a focus on three values – empathy, clarity and creativity.

Model 3 is a new matrix from Moneypenny with WORKTECH Academy which shows four different typologies for the sustainable organisation and illustrates a shift from place-based to people-based green initiatives. Model 4 is UnWork's Hybrid Worker Decision Tree, which illustrates both the level of the complexity currently facing organisations and the potential of data-led strategy to inform the right solutions through identification of helpful trends and patterns.

Model 5 is Gartner's Hype Cycle of technology expectations over time, which is helpful in guiding companies along the journey to digital transformation. Our analysis is that most firms have long passed the peak of inflated expectations for what new technology can achieve and now have a more realistic vision for implementation and integration.

Model 6 switches the focus to design with Area's four-level design framework, created to make the
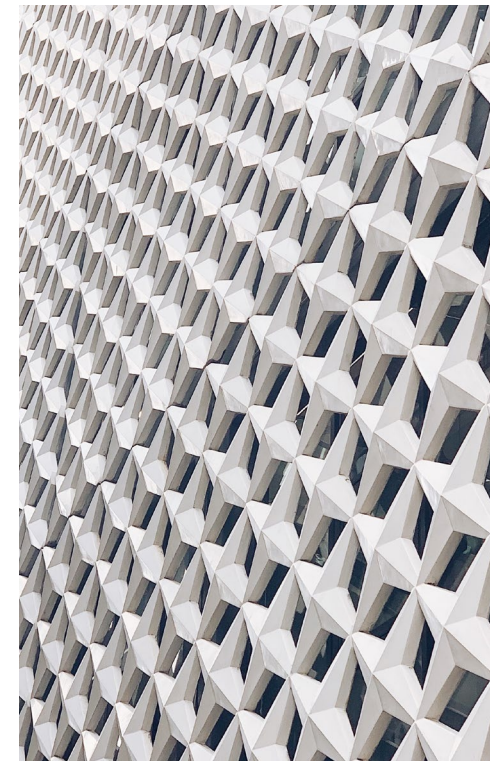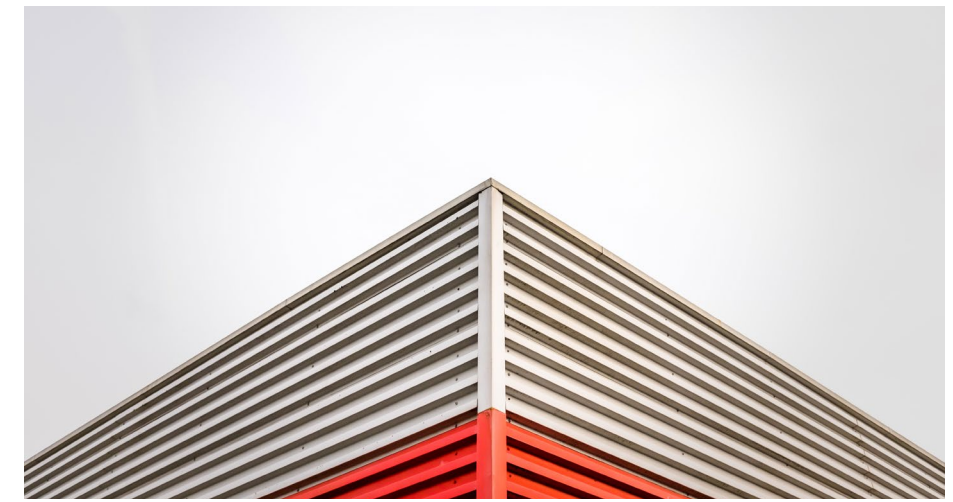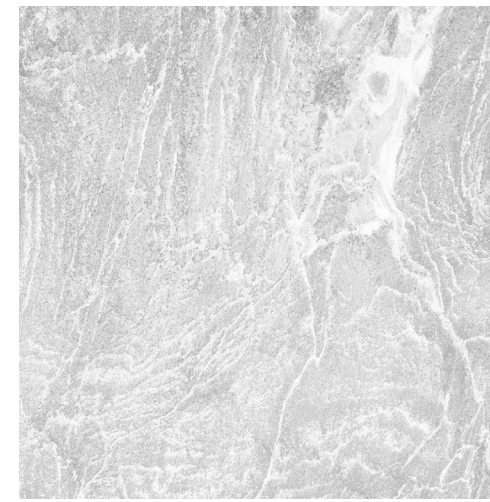
briefing and designing process with clients less opaque.

Our Q1 Trend Report concludes with Model 7, a reworking of Jacqueline Vischer's environmental comfort model for the hybrid era. Our message is that it isn't enough to simply to make workers returning to the office feel physically safe – they also require psychological comfort is terms of identity, privacy, belonging, trust and wellbeing.

We hope you find this approach to the puzzle box labelled 'hybrid' a helpful and stimulating one. Pyschologist Kurt Lewin is also remembered for developing a three-stage process of behavioural change – unfreezing, changing and refreezing.

Looking at the future of work, we've unfrozen and are clearly at the 'changing' stage. We welcome your feedback on this Trend Report and we look forward to discussing it with you in our quarterly online Trend Report Briefing.

Professor Jeremy Myerson
Director, WORKTECH Academy

Your Q1 Trends

Hybrid questions firms need to ask

What should organisations be considering to get hybrid right? Four key aspects can make the difference between a strategy that works and one that fails

Hybrid working is here, but many organisations still have a lot of work to do in order to develop an effective strategy for implementation. According to a survey by Siemens, almost three-quarters of employers are aiming to implement a hybrid or flexible working model across the longer term, but only a little over a quarter have defined and implemented a strategy – including a technology platform – to manage it.

'If leaders and managers want to make this transition successfully, they'll need to design hybrid work arrangements with individual human concerns in mind, not just institutional ones…'

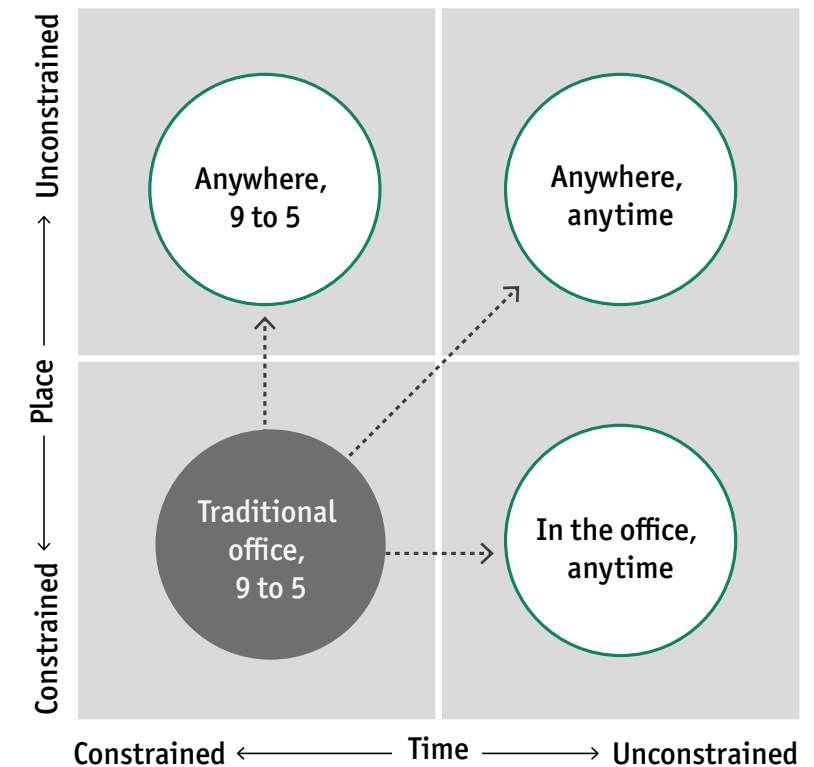**Professor Lynda Gratton, London Business School**

Many firms are still struggling to define exactly what their hybrid model should look like. But Lynda Gratton, Professor of Management Practice at London Business School, says they shouldn't panic – it's all about asking the right questions. Gratton has been studying how different organisations are responding to the challenge.

Her research concludes that business leaders need to address four key aspects to get hybrid right: jobs and tasks; employee preferences; projects and workflows; and inclusion and fairness.

Identifying different jobs and tasks, and determining the key performance drivers for each, is essential to unlock company productivity. Do people need quiet time and space to focus, coordination space to manage projects, cooperative space for innovation, or work arrangements that enable them to sustain high energy?

Understanding employee preferences through a combination of surveys, interviews and work personas is essential to ensure that any hybrid model chosen will be a good fit. Considering projects and workflows is also important because to make hybrid a success, companies need to consider how work really gets done. Inclusion and fairness must underpin any hybrid strategy as feelings of unfairness will hurt productivity and increase burnout.

Lynda Gratton claims that senior executives are now 'seeing a once-in-a-lifetime opportunity to reset work using a hybrid model – one that, if we can get it right, will allow us to make our work lives more purposeful, productive, agile and flexible'. Can our biggest employers grasp this opportunity? Gratton's matrix (opposite) on flexible time and place is a useful model for firms to see where they are on the journey to hybrid.

Source: Professor Lynda Gratton, London Business School/ Harvard Business Review

Model 1: Work Arrangements in Place and Time

This matrix shows a shift from the traditional 9-to-5 office, which constrained employees in terms of both time and place, to a hybrid 'anytime, anywhere' approach (in the upper-right quadrant). Before the pandemic, companies were already experimenting with offering their people more flexibility in where they work (upper-left quadrant) or more flexible hours (lower-right quadrant). But very few firms were fully embracing hybrid.

Now, that is changing. According to Lynda Gratton, 'companies have firmly set their sights on flexible working arrangements that can significantly boost productivity and employee satisfaction'. That means addressing flexibility in terms of both place and time.

Among the companies that Gratton has studied is Japanese technology giant Fujitsu, which has committed itself to developing an ecosystem of different workspaces that its global head of HR Hiroki Hiramatsu describes as 'a borderless office'. This ecosystem gives employees more choice in where to work – it includes hubs which maximise cooperation on innovation activities, satellites which facilitate coordination of projects, and shared offices which support uninterrupted focus work.

Norwegian energy company Equinor, meanwhile, is using new technology to rethink time and place in the hybrid era. It has equipped its engineers to carry out remote inspection visits on North Sea gas platforms from home, using state-of-the-art video and digital tools in tandem with robotics. Just two examples of how large firms are heading towards an anywhere, anytime model.
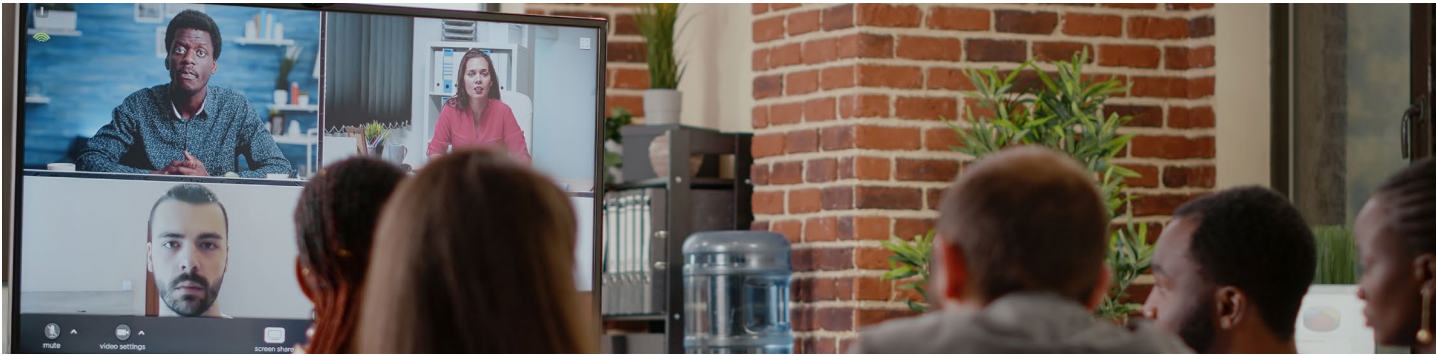
Working theories: unprepared for hybrid?

Are employers ready to welcome in the future of hybrid working? According to a new survey by Siemens, organisations are not quite as prepared as they'd like to be.

While firms generally recognise the need for new working models, many are struggling to define exactly what their hybrid model should look like. Only 27 per cent of companies are already up and running with a strategy, including new technology implementation, while 36 per cent have no cohesive strategy; 34 per cent of workers told the survey their firms have a strategy ready to implement.

One of the main concerns about a hybrid work model is a perceived lack of social interaction. The top three issues that employees have are: lack of social contact (68 per cent); difficulty to build and maintain a network (54 per cent), and lack of collaboration opportunities (45 per cent).

As organisations start to formalise new working strategies they will encounter both challenges and opportunities, says the Siemens report. It is important that companies are consistently checking in and listening to their workers to stay abreast of their priorities, fears and misapprehensions.

Companies shouldn't lean too heavily on new technology to make hybrid happen either. Despite many organisations considering the implementation of a workplace app, 45 per cent of employees claimed they were either unsure or

unwilling to use an app. Some education about the value of such a solution will therefore be required to ensure technology can be used to optimise the hybrid model.

Source: Working Theories: What Employees Want from the Future Workplace (2022), Siemens with New Statesman Media Group

What progress has your company made towards implementing a hybrid working model?
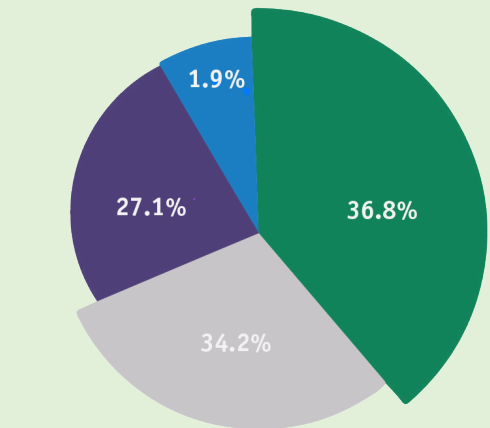
- **36.8%** Some technologies implemented, but no cohesive strategy for hybrid working
- **34.2%** Fully prepared with a strategy for hybrid working, including technology, ready to implement
- **27.1%** Hybrid working model fully implemented, including a technology platform to manage it
- **1.9%** No steps taken yet

Siemens survey of 221 office workers worldwide shows readiness to implement hybrid model

The many faces of hybrid working

Here's how eight leading organisations are facing the challenge:

KPMG: Accountancy giant KPMG has told its 16,000 staff they can leave early one day a week as part of a move towards more flexible working after lockdown. Jon Holt, chief executive at KPMG UK, said: 'The pandemic has proven it's not about where you work, but how you work.'

British Airways: The airline will let staff split their working lives between the head office and home. Stuart Kennedy, the airline's director of people, noted: 'Our aim is to find a hybrid working model that suits our business.'

Unilever: The multinational corporate has announced that it is introducing a 'reasonable commute' clause to its flexible working policy. It is insisting that employees live within a 24-hour commute to the office.

Wells Fargo: The bank has announced a flexible hybrid model with most employees coming in three days a week. Staff will no longer have assigned desks. These have been replaced with 'neighbourhoods' of offices and desks with rotating residents, depending on who comes in on what days.

Mercedes-Benz: The car maker has adopted a hybrid model of working – it is implementing a 50 per cent attendance structure with employees attending the office every alternate day.

PwC: The accounting and consulting firm is allowing its 40,000 US client services employees to work virtually and live anywhere they want in perpetuity, making it one of the biggest employers to embrace permanent remote work. PwC employees who choose to work virtually will have to come into the office a maximum of three days a month for in-person appointments such as critical team meetings.

Nomura: The global investment bank has unveiled plans for employees to work a minimum of 40 per cent of hours in the office each month, with departments to have discretion within that limit.

Zoom: The tech giant has adopted a hybrid approach as it prepares to return to the office. Chief financial officer Kelly Steckelberg said it was 'still experimenting with how [hybrid working] even looks' and claimed that process was not easy.

Source: WORKTECH Academy Return to Office Radar

Key Links

Hybrid vs home: let the battle commence

Working theories: what employees want from the future office

How to do hybrid right

Hybrid working: how to make it a success

How empathy can make a difference

There's never been a tougher time to be a manager. Beating burnout means taking a more holistic and human approach to the art of management

Has there ever been a tougher time to be a manager? If managing people through the twists and turns of the pandemic was difficult enough, the emergence of hybrid working now brings a fresh layer of complexity to the job of leadership.

When software-driven management coaching platform Humu launched a report in January 2022 called 'The State of the Manager', its brutal verdict was that being a middle manager today is more challenging and less rewarding than ever before. Many managers feel stressed, constantly exhausted and unable to pay attention to their own career priorities. So they're voting with their feet – quitting their jobs, decimating the middle ranks of corporate management, and contributing to 'the Great Resignation'. Last year, manager burnout rose by 25 per cent, according to Gallup.

So what can be done? It is clear that traditional, dominant, hierarchical models of leadership won't cut it in the new era – and were already outmoded long before the pandemic. Signs of a more responsive, humble, empathic leadership style are already evident in the global workplace as managers seek to communicate in a new work landscape with a distributed and still disoriented workforce. But the art of management needs to go further to stem the flow of disillusioned and depleted managers.

According to author and researcher Rama Gheerawo, whose new book is called *Creative Leadership – Born from Design* (Lund Humphries

2022), being empathic does not mean being soft. Empathy, he explains, has positive associations in the design industry as being people-centred and actively engaged. In business, however, leaders showing empathy can be perceived as a 'pushover', 'too emotional', or 'not professional'.

This mindset needs to change and Gheerawo advances a new model for Creative Leadership (see opposite) in which empathy is one of three core values along with clarity and creativity. Without empathy, he suggests, all the clarity and creativity that leaders can muster is likely to miss the mark.

'An encouraging mindset, incorporating play and experimentation in day-to-day work, is desirable in leaders…'

Rama Gheerawo, Director, Helen Hamlyn Centre for Design , Royal College of Art

Model 2: Creative Leadership
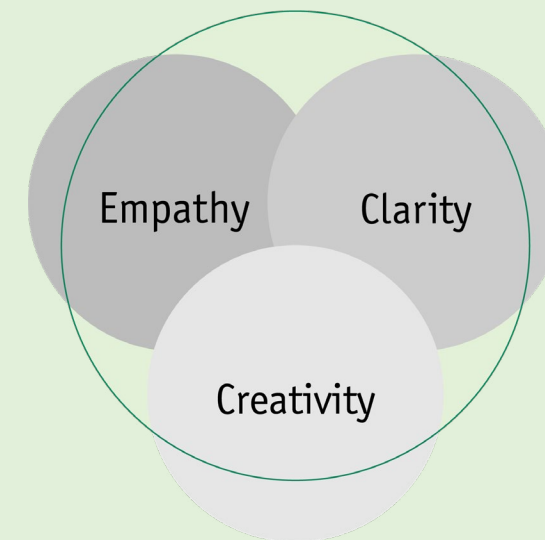
Source: Creative Leadership – Born from Design (Lund Humphries) by Rama Gheerawo

The Creative Leadership model is for three types of people: established leaders; emerging leaders; and the biggest group of all – those who were never billed to be leaders. Developed by research director Rama Gheerawo and his team at the Royal College of Art, London, it is defined as a transformational process based on empathy, clarity and creativity that can be applied to individuals, groups, organisations, technologies and projects.

Whilst it draws heavily on practice from the creative industries, the model transcends that specific sector. Its essential focus is on enduring human values, speaking to practical application in innovation, culture-building, experiential learning and individual growth. It is based on these principles:

- Everyone has leadership potential and most of us can access these three values

- Creativity is a universal ability to develop ideas that positively impact ourselves and others

- Empathy is the hallmark of a 21st-century leader and is recognised as a signature value

- Clarity is the link that aligns vision, direction and communication

The model is design-driven. Although rare in the leadership sector, design is increasingly seen as key to innovation and workforce transformation. It is also based on links between neuroscience and design, and it recognises that personal health and wellbeing are necessary to effective leadership.

Gheerawo says there are multiple barriers to the triple values of Creative Leadership – from ego and stubbornness, to lack of self-worth and value; from emotional barriers to the triple such as fear and stress, to external factors such as time and resources. However, leaders who were interviewed for his research acknowledged that 'bringing out leadership in others' and 'letting their team shine through' was important to the organisation.

Supportive managers drive performance

A common theme that emerges when asking employees what makes them enjoy a job is having a good boss – specifically a boss who gives some flexibility and support.

UK research conducted by the What Works Centre for Wellbeing with the University of East Anglia, which studied National Health Service trusts, found that the trusts with good 'people management practices' (such as supportive managers) had more satisfied staff, higher engagement and lower absence levels.

Further research by the UK's Office for National Statistics also confirmed how a good boss is important for the workplace environment – the better the leader (in terms of management practice scores), the higher the labour productivity.

However, given how important effective leadership is to fostering a good work environment, only two-thirds of companies in the survey provided staff training and only 35 per cent of those provided management training. Although such training is not guaranteed to transform the work environment, it could be a more cost-effective approach than continuing to invest in office buildings and employee benefits while ignoring an erosion of trust between bosses and their staff.
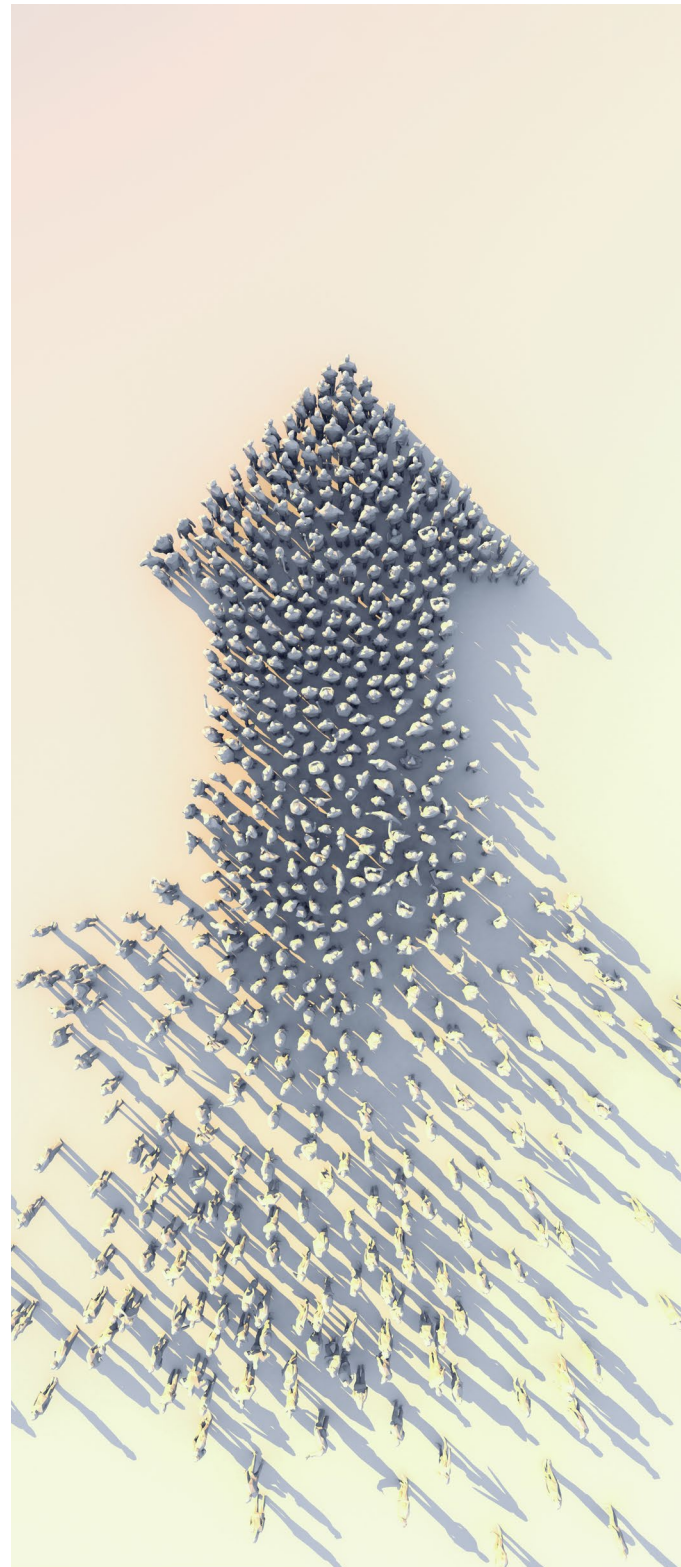
Empathy contributes to positive outcomes

According to a study of nearly 900 US employees by Catalyst, which focuses on better workplaces for women, empathy in leadership can have a powerful and constructive effect on individuals and teams:

Innovation: When people reported their leaders showed empathy, they were more likely to report they were able to be innovative—61 per cent of employees compared to only 13 per cent of employees with less empathetic leaders.

Engagement: 76 per cent of people who experienced empathy from their leaders reported they were engaged compared with only 32 per cent who experienced less empathy.

Retention: 57 per cent of white women and 62 per cent of women of colour said they were unlikely to think of leaving their companies when they felt their life circumstances were respected and valued by their companies. However, when they didn't feel valued, only 14 per cent and 30 per cent of white women and women of colour respectively said they were unlikely to consider leaving.

Inclusivity: 50 per cent of people with empathetic leaders reported their workplace was inclusive, compared with only 17 per cent of those whose leaders showed less empathy.

Work-Life: When people felt their leaders were more empathetic, 86 per cent reported they are able to successfully juggle their personal, family and work obligations. This is compared with 60 per cent of those who perceived less empathy.

Source: Catalyst
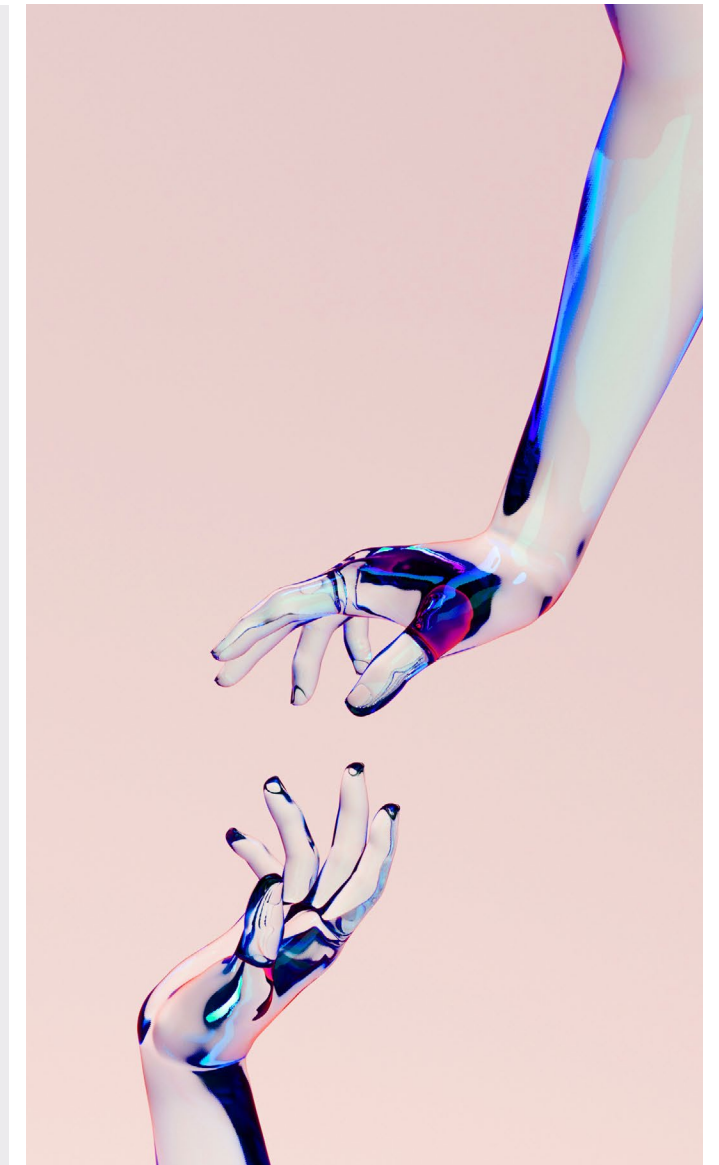
Key Links

[Effective leadership in a hybrid workplace](#)

[Empathetic leadership: the new skills required in a crisis](#)

[The effects of good people management practices](#)

Making green action visible

As hybrid working takes centre stage, organisations will need to develop new ways to demonstrate their green credentials both inside and beyond the office

Organisations have been under pressure to showcase their sustainability credentials since long before the pandemic, but the current scale and urgency of the global climate emergency has taken sustainability to the top of the corporate agenda. More companies are now being asked to prove to the world how they are achieving sustainability goals.

However, there is no universal metric for measuring sustainability. Organisations can work towards achieving building certifications such as BREEAM and LEED which ensure companies are adhering to the highest green credentials inside offices – but what about outside the office, where the new ecosystems of work now stretch?

New ways of working are set to change the conversation around sustainability. Before the pandemic, much of the focus centred around making the office greener. Net-zero goals were largely achieved through reducing the carbon and energy footprint of real estate. There was less emphasis on supporting more sustainable workstyles and behaviours more generally, until now. In the new hybrid landscape of work, sustainability efforts will need to expand beyond the office walls.

As organisations try to align green Environmental, Social, and Governance (ESG) strategies to new ways of working, they are struggling to know where to start. A new matrix (opposite) for

sustainability has been developed by outsourced communications firm Moneypenny with WORKTECH Academy to help organisations to adopt different strategies to go green.

The matrix reflects a shift away from the office as the only place for work; the rise of employee consciousness around sustainability initiatives; and a growing activism in relation to introducing greener behaviours. Nicole Millard, Principal Innovation Partner at BT, recognises this shift, explaining: 'If we are going to seize this [hybrid] opportunity fully, we need to think what is good for organisations and the wellbeing and productivity of the people in them, but we also need to make sure that it works for the environment as well.'

'There is no vaccine for climate change, so we must change our behaviours ...'

Nicole Millard, Principal Innovation Partner, BT
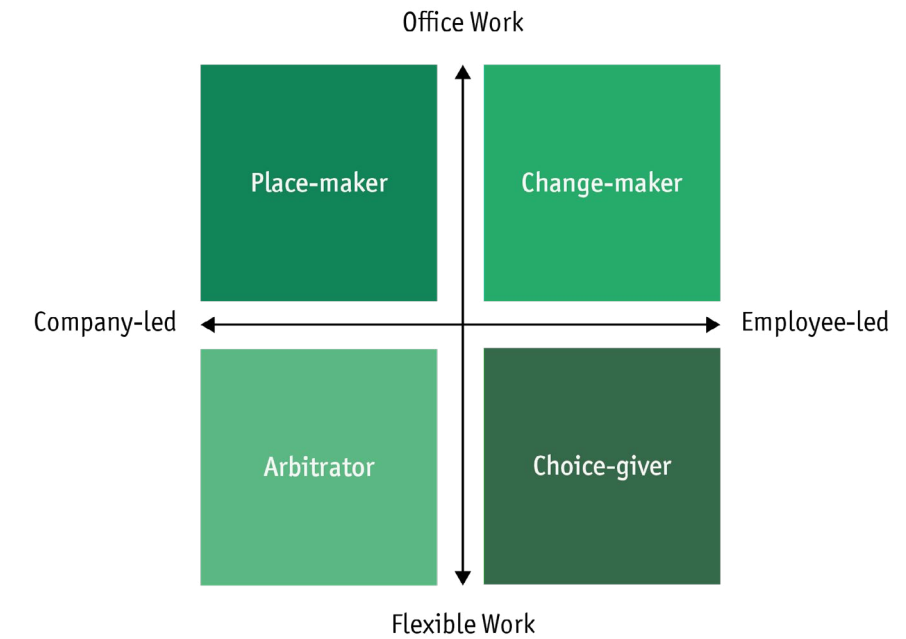
Model 3: Sustainability strategies from place-based to people-based

This matrix identifies four different typologies of the sustainable organisation at work, which are plotted on the matrix from office work to flexible work, and from company-led initiatives to employee-led actions. The four typologies are:

Place-Maker: Place-Makers firmly place the responsibility to lead sustainability initiatives with the organisation's leadership and use the office building as their canvas to display their green credentials. Place-Makers utilise smart technology, recycling facilities, energy-efficient design and sustainable transport provisions to improve their environmental impact on the world. In many cases, companies taking this approach are designing new buildings to achieve these goals.

Change-Maker: Change-Makers believe in the power of peer influence to activate change within the office. This typology, while still place-based, emphasises the importance of influencing green behaviour through social support and peer-to-peer encouragement. Research has identified the appointment of 'green champions' as one of the most effective practices to encourage employees

to be pro-environmental, even when economic incentives from the company are not present.

Choice-Giver: Choice-Givers are organisations that use new ways of working and flexible work policies to promote more sustainable choices by employees beyond the office walls, rather than company-mandated policies. The choice to work flexibly is given to the employee so that they can make greener choices while they work remotely. Choice-Givers understand that greener decisions will arise from people working locally and flexibly.

Arbitrator: Arbitrators are organisations that are extending sustainability beyond the office building by stepping in to make more sustainable decisions in the home and community on behalf of their workforce. Organisations that fit into this typology understand that fewer employees will come to the office every day and they will have less control over the physical contexts where people spend their work hours – but that does not mean their corporate responsibility stops at the office perimeter.

Sustainability in action

Here are five global companies setting the pace on sustainability in action

Adobe Systems: Adobe has attained 22 LEED certifications for its building portfolio, of which eight are at the Platinum level, placing the company's offices among the most environmentally advanced buildings in the world. The company has a goal of achieving net zero energy consumption and since 2000 it has reduced its water use by more than 60 per cent by installing environmentally friendly fixtures and landscaping with native plants.

Genentech: Pharmaceutical giant Genentech has appointed a team of green champions called 'Green Genes'. In its goal to educate and empower employees to be more sustainable, the company sponsors monthly guest speakers, holds movie nights and hosts an annual eco-party. Some of the best practices introduced by the Green Genes include: composting at the employee cafeteria, web-based forum for employees to submit sustainability ideas and reduction of bottled water.

Arup: Design and engineering firm Arup has provided its employees with a flexible work model called 'Work Unbound'. This approach aims to encourage a more sustainable approach by allowing its 15,500 employees to choose their working days across a seven-day week. As well as being flexible, Work Unbound represents a more sustainable way of working. The reduction in employee travel will help move the firm closer to its target of net zero emissions across its operations by 2030.

Salesforce: Salesforce has already achieved net-zero greenhouse gas emissions globally and delivers a carbon neutral cloud. At COP26 the company lobbied for the implementation of more sustainable business practices. It has also issued a 'Sustainability at Home Guide' which provides suggestions to make working from home more sustainable.

Schneider Electric: Schneider Electric was ranked the world's most sustainable company in the 2021 Corporate Nights Global 100 Index. The new Schneider Sustainability Impact program will span 2021-2025 and amounts to a significant acceleration of previous targets. And, for the first time, leaders of the more than 100 markets in which Schneider Electric operates will set local targets to address grassroots-level needs in their communities.

How to communicate green initiatives

Communicating the sustainability agenda successfully is rooted in being transparent. It is no longer enough to pay lip service to green policies - companies must demonstrate how they will implement such initiatives.

Research from Lundquist – a corporate communications and sustainability agency based in Milan – rated corporate sustainability communications against peers and competitors. Communication was measured by 'substance', the information users need to understand the company, and 'distinctiveness' – which tracks user experience and engagement.

By rating companies on this basis, the research identified four archetypes of sustainability communication – and where companies in Europe fit into the equation.

The Narrators – This group presents comprehensive and information-rich content which is supported with proactive user engagement and social media. A strategic approach to sustainability runs through all communications and is conveyed in both a rational and emotional way.

Who's leading the way: BP, Eni, Nestle, Unilever, Bayer, Roche

The Glitterati – This group focuses on what is visually striking and exploits social media channels to talk about sustainability without supporting the vision with concrete information and projects. Their sustainability credentials can come across superficial.

Members of the Glitterati: Glencore, L'Oreal, Novartis, Royal Dutch Shell

The Explainers – Explainers are clear in laying out robust sustainability information but lack the ability or desire to engage with users effectively. The tendency is to describe sustainability at a rational level dominated by text, numbers and documents.

Who are the Explainers: Telefonica, AXA, Intesa Sanpaolo, BAT, Total, ING, Daimler.

The Traditionalists – The traditionalists tend to focus on technical and compliance disclosure, without demonstrating a distinct corporate identity. This group is the most problematic one to be in since it indicates the absence of a culture of transparency and attention to the digital user.

Who are the Traditionalists: Allianaz, Airbus, AstraZeneca, BNP Paribas, HSBC, Vodafone Group

Source: Lundquist.future. Assessing communications for sustainability

Key Links

Sustainability simplified

How firms can fight climate change through design

China tops ranking in global drive towards green buildings

Are you ready for the ESG revolution?

Curating a data-led workplace strategy

Data analytics already give us deep insights into employee behaviour. Now data is being harnessed to underpin and drive hybrid workplace strategy

Data derived from use of workplace technology, tools and settings is already well understood as a vital means of understanding employees. But now the unrivalled insights provided by this data is leading towards a new trend – data-led workplace strategy, which places data at the heart of the strategy process, both underpinning and powering it.

One of the great disruptors fuelling the growth in data-led workplace strategies is the shift towards hybrid work. The hybrid model empowers workers to make a range of decisions to build their ideal experience. In this model, data reigns supreme as it enables users and leaders to interact with spaces, technology and collaboration tools they require to be effective, for example by showing what is available for use.

In turn, data is then collected from those interactions, creating a feedback cycle which is constantly providing insights into user needs and requirements. Collecting data can be done in a range of ways, for example, through technology such as sensors (to understand who is utilising space and when) or Microsoft 365 (whose tool Viva Insights provides collaboration and network analysis amongst other features). Other ways that data can be collected included things such as swipe card access data (to see how many people are in a space at once) or self-reporting, for example, employee interviews and pulse surveys.

Stood alone, these data sets provide good insights into users. However, taken together they paint a powerful holistic picture which can then inform strategic decision making. Stakeholders can 'slice and dice' data sets to determine synergies or contradictions that may not have previously been discovered. For example, analysing an occupancy data set against a technology-needs survey might unearth that a space might be under-utilised due to a lack of a specific technology. In turn, leaders might install the missing technology to see whether occupancy levels in that area improve.

Using data makes for a more robust workplace strategy as reasons for taking decisions can be tangibly traced back to data points and patterns. Whereas many decisions (such as releasing a floor of real estate in a building) were previously made as guesswork, data provides a more robust foundation for decisions which are ultimately more accountable and transparent and less prone to human bias or politics.

A data-led workplace strategy is not a silver bullet – it requires thoughtful analysis and an understanding that data sets too can have outliers and misnomers. However, once cleaned and purposefully analysed, data can be a powerful tool for companies hoping to create a robust workplace strategy amid the disruption of hybrid work.
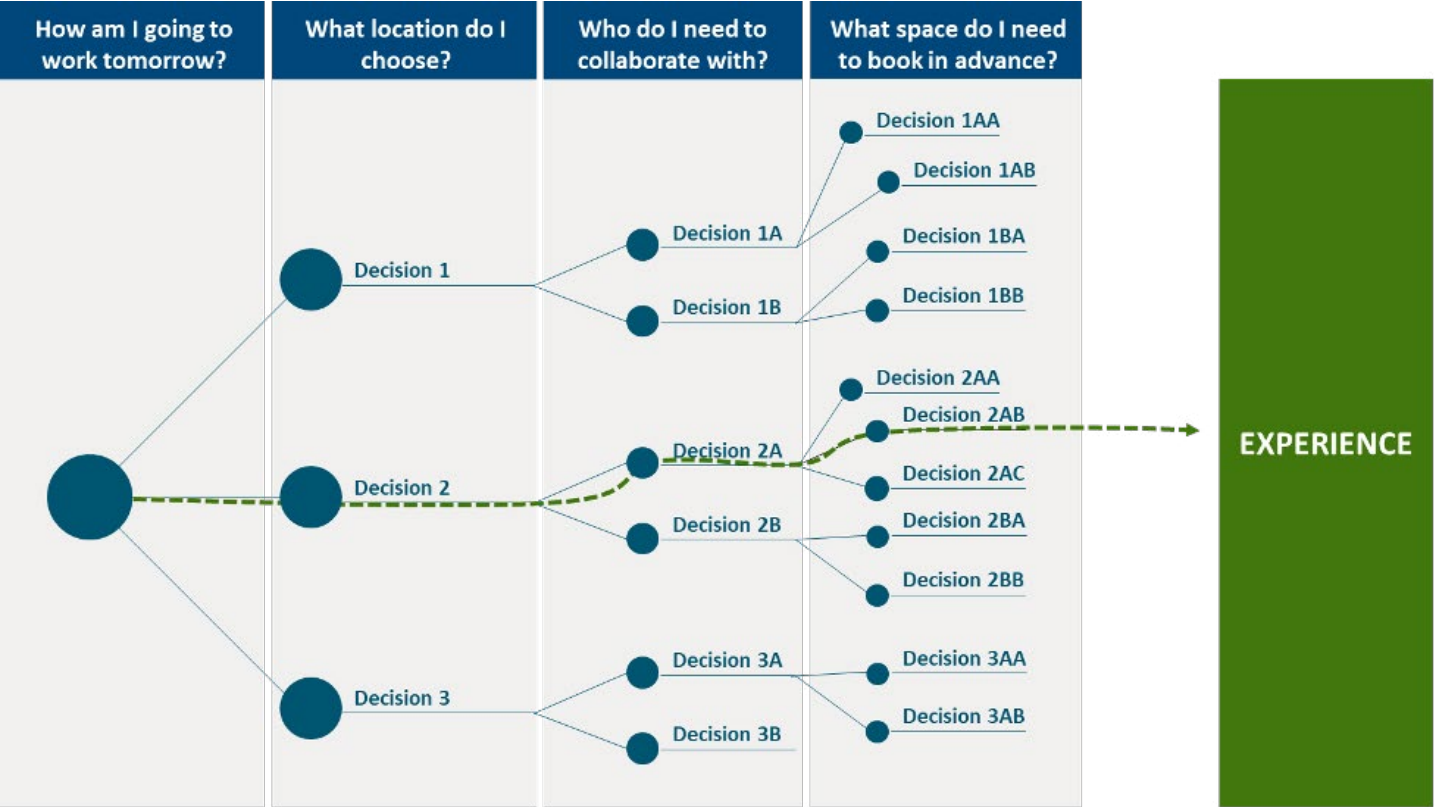
Source: UnWork

Model 4: Hybrid Worker Decision Tree

In this model, we can see some of the new decisions faced by a hybrid worker. As each worker is unique, there are an infinite number of possible journeys and experiences that can be created. Using data, leaders are better able to detect trends and patterns which can help them make informed decisions. Once the decisions are implemented, the new trends and patterns can be then cross compared with the existing data to determine whether the change has been meaningful.

For example, if on noticing a dearth of workers on Friday afternoon, leadership decide to sponsor a company-wide Friday happy hour, they might contrast the new data against the old to determine whether their strategy has worked. In this scenario, they are influencing users to change the pattern of their decision tree based on insights derived from existing user data.

Equally, data is just as important when conveyed back to the user as those same data trends and patterns can help users make informed decisions and changes. For example, data collected from sensors can be overlaid onto floor plans to show employees which locations or spaces are available for use. If a user needs a quiet space to work, they might opt for a location which seems to be quieter based on what the booking data is showing them.

Similarly, data collected from other users regarding when they might be in the office and where they are working can assist employees by helping to highlight dates and spaces they should select if they need to work closely with that other individual. In this way, data is a self-reinforcing cycle – both helping users make decisions which in turn helps leadership curate workplace strategy.

How data can help curate job roles

AGILITY & WFH INDEX

	APPROACH	INDEX	WORK PATTERN	PEOPLE TYPOLOGY	
OFFICE	PRESENTEEISM	1.0	IN THE OFFICE 5 DAYS A WEEK	ANCHOR TEAM PLAYER	
	AGILE WORKING	0.8	4 DAYS IN THE OFFICE	COMMUNICATOR CONNECTOR	
HYBRID	NEW NORMAL	0.6	3 DAYS IN THE OFFICE	CONNECTOR NEGOTIATOR	
	NEXT NORMAL	0.4	2 DAYS IN THE OFFICE	TEAM PLAYER COLLABORATOR	
HOME	VIRTUAL PRESENCE	0.2	1 DAYS IN THE OFFICE	COLLABORATOR REMOTE WORKER	
	REMOTE WORKING	0	HOME WORKER	REMOTE WORKER COMMUNICATOR	

Hybrid means a potentially endless range of optimal experiences which need to be conveyed in the workplace strategy, so a powerful use of data in the flexible world of work is to enable employees and leaders to find some certainty in the otherwise uncertain.

One such area where leaders might be able to carve out certainty from the unknown is by using data to curate workplace strategies for different role types. This is because, from an organisational perspective, some roles are better suited to flexibility than others, and other roles might have distinct or specialist needs which need to be catered for.

For example, workplace strategy should be able to cater for a receptionist (who may be required to be in the office five days a week) in the same way it might cater for a project manager (who may be able to conduct their role in a hybrid way). Taking the model (left), leaders can analyse distinct data sets for various roles to understand the different 'agility indexes' of each. These insights can then be translated to workplace strategies or change management to ensure that all users feel taken into consideration. This avoids employee

frustration with knee-jerk, one-size-fits-all hybrid policies that fail to cater for role diversity.

A further dimension that data can help with is in understanding variations in the time employees or teams spend in the office. As the calendar model (right) demonstrates, different roles and teams may require different periods of in-office collaboration depending on various factors including the activities that need to be conducted or the time of year.

The fact is that for many people, a strict hybrid pattern – such as two days a week in the office every week – may not be relevant. Instead, a team might want to come together for a week at project kick-off and then work remotely for the rest of the month. Equally, a team's time in the office may be dictated by seasonal factors such as core hiring periods for HR or the end financial year for finance teams. Using data to understand these patterns helps leaders to understand the needs to be accommodated within workplace strategy.

Source: UnWork

Ways to combat data hesitancy

Collecting data to determine trends and patterns has clear benefits, but data hesitancy among employees can be a real roadblock. A key reason that many corporates have tended to lean away from data-driven strategies is because collecting data can often feel intrusive – employees may be hesitant to accept software or technology which collects data on their workstyles.

For any company looking to pursue the benefits of a data-driven workplace, there are four factors that might assist in combating data hesitancy amongst employees:

Transparency: Employees must feel that they are part of the decision-making process, or that they have been consulted or had an opportunity to voice feedback. Furthermore, installing technology or software that can collect data without providing a reason for doing so can seem draconian and inevitably leads to allegations of 'big brother-style' surveillance. Leadership should be transparent and clear on their objectives for collecting data and communicate that plainly to their employees.

Anonymity: All data collected should be wholly anonymous, with dual or triple anonymity applied to the data sets. Companies wishing to pursue a data-driven workplace strategy tend to be concerned with a holistic snapshot of the company and what can be improved. By corollary, there is no need to collect individual, granular data which can be traced back to employees. Assuring employees that data is anonymised, and ensuring that is the case, is key to combating data hesitancy as it situates the individual as a small part of a bigger picture.

Purposeful: A key way that leadership can lose employees to data hesitancy is in asking for data that holds no purpose or value. This leads employees to believe that something sinister is occurring. For example, when conducting a workplace survey on technology tools that might be helpful to certain roles, there is no need to ask for data regarding what sex or sexual orientation that person is. Doing so merely alienates the user.

Value proposition: There is a simple reason that upwards of 90 per cent of iPhone users have provided their face or thumb print to Apple to gain access to their phone: ease. If the user feels that they are being given something back in return for their data, or that their data is being utilised for something that brings them tangible benefit, they are less likely to feel hesitant towards collection of that data. By providing a good value proposition for employees, leaders will be able to combat data hesitancy and gain better benefit of accurate and freely given data.

Key Links

How to create responsive workplaces using meaningful data

How Microsoft Insights can revolutionise the way people work

Internet of Bodies: where employees and data collide

Making data work for you: how to make the right choices

Tech heads for age of enlightenment

Workplace technology must navigate the peak of inflated expectations and the trough of disillusionment to truly enable new ways of working. Is it there yet?

Workplace technologies are often seen as the beacon of hybrid working solutions. Since the pandemic started, organisations invested heavily in the bold claims and promises of new seamless technologies and quickly became disillusioned when the technology did not answer all of their workplace challenges. Now, as both hybrid working and digital technologies mature, could we be heading towards digital enlightenment?

Technology research and consulting firm Gartner introduced a model called the Hype Cycle which follows the journey of the adoption of new technologies and how they can be relevant to solving real business problems and exploiting new opportunities. Organisations can also use this model as an indicator of where they are in their journey to digital transformation.

At WORKTECH Academy's Innovation Day in November 2021, we asked more than 50 of our member organisations to plot where they sat on the hype cycle in terms of their own digital journey. The vast majority of member firms classed themselves as at an experimental stage of adopting new technologies, having already experienced the peak of inflated expectations and the trough of disillusionment and frustration. However, very few members indicated that they were at a decision and integration phase yet.

Now, almost six months on, mainstream adoption of technologies that facilitate hybrid working is underway. The journey of digital transformation will look different for every company because they have different needs. It is important that leaders make sure they are not just following the next trend out of hyped expectation, and that they are adopting technology for the right reasons – because it helps the organisation. Similarly, when the inevitable disillusionment hits, it is important that leaders see beyond that dip and focus on those areas where their organisations can gain the most potential benefit.

As new workplace technologies such as apps, virtual reality, artificial intelligence and predictive analytics enter the market, organisations will face recurring hype cycles. Almost six months on from the 2021 WORKTECH Academy Innovation Day, where are you on the hype cycle now?

'If you've adopted technology for the right reason, because it's a value to your organisation, then you won't be driven by the hype and you can ride out the troughs…'

Jackie Fenn, Gartner's CIO Research Group
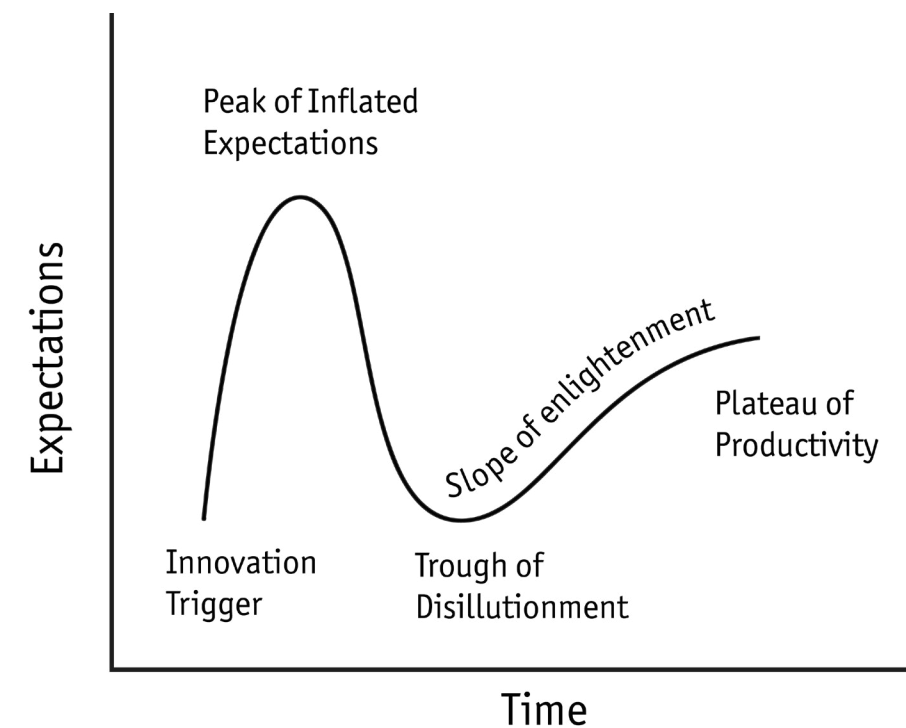
Source: Gartner

Model 5: The Gartner Hype Cycle of technology expectations over time

The Gartner Hype Cycle provides a graphic representation of the maturity and adoption of technologies and applications, and how they are potentially relevant to solving real business problems and exploiting new opportunities. Each Hype Cycle has five key phases:

Innovation Trigger: A potential technology breakthrough kicks things off. Early proof-of-concept stories and media interest trigger significant publicity. Often no usable products exist and commercial viability is unproven.

Peak of Inflated Expectations: Early publicity produces a number of success stories — often accompanied by scores of failures. Some companies take action; many do not.

Trough of Disillusionment: Interest wanes as experiments and implementations fail to deliver. Producers of the technology shake out or fail. Investments continue only if the surviving providers improve their products to the satisfaction of early adopters.

Slope of Enlightenment: More instances of how the technology can benefit the enterprise start to crystallise and become more widely understood. Second- and third-generation products appear from technology providers. More enterprises fund pilots; conservative companies remain cautious.

Plateau of Productivity: Mainstream adoption starts to take off. Criteria for assessing provider viability are more clearly defined. The technology's broad market applicability and relevance are clearly paying off.

Where to invest in technology?

As organisations plan their investments for 2022, where are business leaders placing their money for digital infrastructure? A report from Gartner outlines 12 key findings based on responses from IT professionals from 437 organisations.

Gartner research suggests that the need for resilience is driving the business case for the majority of emerging technology deployments in 2022. A clear majority of enterprises (64 per cent) are looking to deploy emerging technologies to meet the objective of 'enhanced resilience'. The research indicated three key areas where organisations were starting to invest heavily in technology:

Talent shortage – The shortage of talent is a rising and significant challenge for the successful adoption of emerging technologies. Almost two thirds (64 per cent) of respondents feel that talent availability is the largest challenge to emerging technology adoption, compared with just four per cent in 2020 and 14 per cent in 2019.

Digital equality – Digital equality is a challenge for organisations as they plot their strategy for hybrid work in 2022 and beyond. Cloud technologies are becoming more prominent to enable an 'anywhere operations' model for employees. These platforms allow the smooth movement of work environments and information between physical and virtual locations. Organisations will invest heavily in creating a strong hybrid cloud base, supported by several multi-cloud technologies.

Artificial Intelligence and intelligent data – During the pandemic, technologies were deployed to accommodate the changing landscape of work – this has seen greater emphasis on artificial intelligence (AI) cloud services, AI operation platforms, and data science and machine learning platforms. Now, we will see the rise of intelligent automation for infrastructure managed services, blockchain platforms and IoT platforms.

Source: Gartner, 2021. 'Emerging Technology Roadmap for Large Enterprises in 2021-2023'.
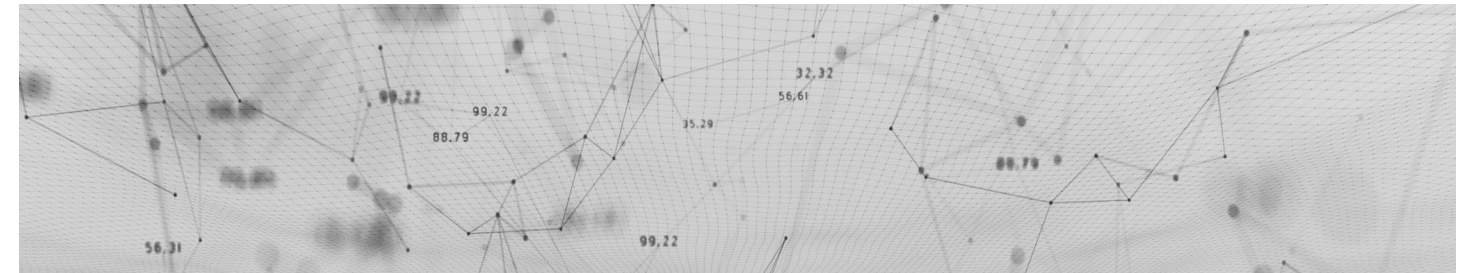
The tech-enabled hybrid office: Accenture, New York

Global professional service firm Accenture has invested heavily in emerging workplace technology in its One Manhattan West, New York office. The office provides a flexible and adaptable environment and is at the forefront of technology-integrated workplace design.

Video conferencing: The office has the largest concentration of Microsoft Teams rooms in any workplace with 129 collaboration-ready Teams environments in total across the office. 32 Microsoft Surface hubs on Steelcase carts allow additional VC hardware to be brought into rooms for richer collaboration experiences and to achieve digital equality with remote participants positioned alongside those present. Alongside the Microsoft Teams rooms there are 29 Cisco VC Units.

Virtual Reality: Accenture has made substantial investments in Virtual Reality (VR) space in this office. The company has moved its onboarding experience to a virtual setting and VR is used to learn about the business and meet new colleagues. Along with specialised VR spaces and equipment, Accenture has invested in 60,000 Oculus headsets so employees can immerse in the VR experience.

Digital signage: There are 22 digital signage locations within the office and digital signage systems respond to employees' smart access cards and the workplace app to identify the user and offer wayfinding throughout the building and other relevant office content.

Data collection: Accenture collects a significant amount of data from the space to understand where people are collaborating and how the building is being used. Collaboration between employees is measured using the Microsoft Analytics platform. Passive Infrared Radiation (PIR) sensors are used for desk utilisation monitoring.

Workplace app: Accenture uses an employee app called 'Places'. The app allows employees to reserve space, view content and events schedules, look at live transport data, use indoor navigation, and see which colleagues are in the office – providing individuals have opted-in to this function. The app registers personal preferences for each user and offers recommendations and nudges based on those preferences.

IT support: Employees are offered IT support through an IT solutions bar located in the office. This station has technology experts on hand, as well as a store of technology so employees can replace broken or faulty items.

Source: WORKTECH Academy, Accenture case study

Key Links

Enabling the 'anywhere workplace'

How companies are building digital dream teams

Technology trends for workplace

Workplace technology we'd like to see

Making the design process less opaque

After focusing on technology during the pandemic, companies are now bringing design to the fore as they struggle to remodel office space for the hybrid era

In the early phases of the pandemic, with offices out of bounds and companies trying to establish new digital ways of working, it was inevitable that there would be more workplace focus on technology than on design. Now, with more people returning to the office and the worst of the crisis seemingly behind us, attention is switching back to the design factors that will help revive company productivity in the hybrid era.

After endless debate revolving around such innovations as biometric health checks in reception, facial recognition technology, touchless elevator controls, social distancing sensors and remote engagement tools, the design process itself is back in the spotlight. Creative minds are exploring how the use of form, space, structures, furniture, light, layout, colour, amenities and services can create a more distinctive and people-centred post Covid-19 office.

Whether business occupiers are set to take more office space or less, they are generally of the view that their offices need to be remodelled. The problem is that, for many clients, the design process itself remains opaque. How to apply different design factors to achieve desired outcomes such as an increase in wellbeing or collaboration in the workplace has been poorly understood and poorly communicated.

Review of architectural research in the field reveals long-standing concerns about aligning different needs during the brief making and briefing process. In the UK, the Royal Institute of British Architects has identified better briefing processes and a clearer definition of required

outcomes as 'crucial' elements in improving project outcomes. But how can this be achieved?

Design specialist Area, part of the Fourfront Group of commercial workspace companies, has developed a new design framework as a structure for communication and decision-making throughout the design cycle of a project. The framework has four levels and is envisaged as a supportive structure to ensure that all parties are speaking the same language. This is one solution to the challenge of improving collaboration with design teams. As workplace design ramps up to meet the expectations of the new era, there will be many others.

'In a time of growing uncertainty and complexity around the future role of office space, clients need more guidance and clarity around how design decisions could lead to desired organisational outcomes...'

James Geekie, Group Design Director, Area
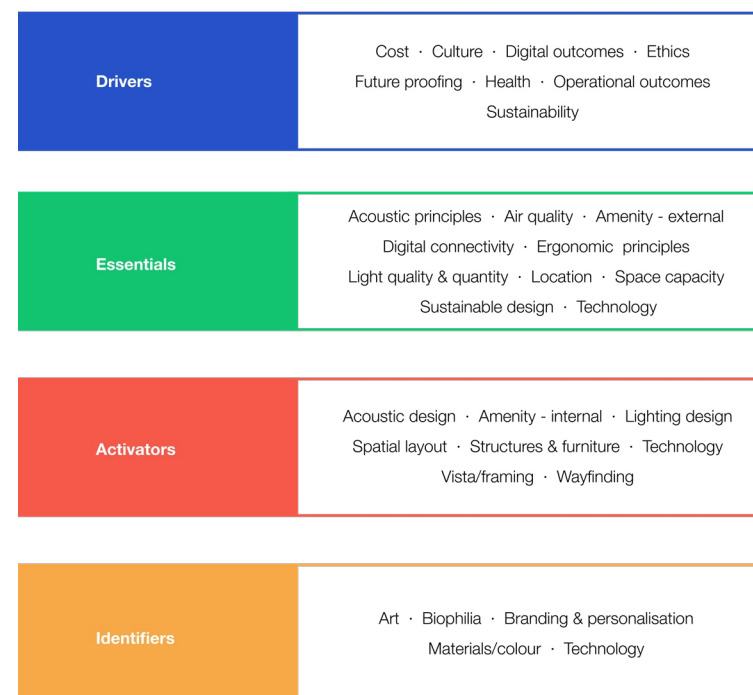
Source: 'Design Matters: A Framework for Designing the New Workplace', Area in partnership with WORKTECH Academy, 2022

Model 6: Design Framework

The design framework has four layers that describe the key elements of decision-making throughout the life of a workplace project, from building location and infrastructure to the finer grain of interior spaces:

Drivers: These are the building blocks for the project, defining the success factors and desired outcomes and should be negotiated with the client at the outset to form a solid foundation for the detailed brief. These factors drive all of the decisions further up in the framework. For example, a client might define critical outcomes around cost, culture and sustainability – against which later decisions can then be tested to check that the right outcomes and targets are being reached.

Essentials: Having clarified which drivers are important to the project, the next level in the framework is decision making around the 'Essential' factors. These are baseline design factors that provide the support structure around the project. In addition to early decisions about interior space, 'Essential' factors may influence some fundamental decisions about location or

what building to occupy based on requirements around amenity, site and infrastructure.

Activators: Design factors that move beyond functional requirements to bring the overall design concept alive, creating internal structure and visual interest in addition to tuning aspects of the interior environment. They relate to how the interior space of a building is used, from wider decisions about how space and movement through it is structured, through to thinking about the use of lighting, structures and furniture to shape experience.

Identifiers: Design factors that help to communicate and signify messages about the organisation's culture, character, purpose and values through the use of colour, materiality, branding and artefacts or art that are meaningful to the organisation or teams within it. Although these design decisions may be thought about last, they are crucial in bringing the other elements of the design together and promoting a sense of belonging and identity.

Office design - privacy matters too

Since Covid-19 struck, there has been broad agreement that the future office would no longer be the place for individual, disconnected work. Instead, the hybrid world would mean the office would become a space for social and professional exchange. Offices would be designed to encourage serendipitous encounters and promote collaborative working through shared open plan spaces.

However, a Steelcase survey of almost 5,000 global office workers across 11 countries challenges that particular example of groupthink. When asked what's become more important in the office now (compared to pre-pandemic), four of the top five answers were related to privacy and places to do individual work:

- **64 per cent** – Spaces for hybrid collaboration

- **62 per cent** – Single-person enclaves for hybrid meetings

- **61 per cent** – Privacy

- **58 per cent** – Workstations with full or partial enclosure

- **57 per cent** – Reservable workspaces

Although almost two thirds of respondents expressed a desire for hybrid collaboration spaces, office workers want an workplace that accommodates both collaborative and individual work where they feel a greater sense of belonging and control over their work experience.

Source: Steelcase, The Hybrid Privacy Crisis

How design influences company outcomes

In what ways can workplace design affect organisational outcomes? A review of scientific research suggests four recurring themes:

Reducing stress – A well-designed office environment can be a powerful determinant in lowering employee stress levels. As one research team observed: 'A range of dimensions of the physical work environment, including a lack of access to views, increased noise, higher temperature, poor office layout, and a lack of nature-like surroundings, have been linked to increased stress.'

Boosting creativity – The pandemic curbed company creativity by reducing face-to-face opportunities for learning and innovation. On the return to the office, we need to design spaces to restart the conversation between previously isolated groups. A number of design factors can boost creativity at work, among them: natural materials, natural light and soundscapes of nature; circulation routes that increase random encounters; just enough visual complexity in the space (but not too much); better air quality; opportunities to exercise; acoustic comfort and privacy; access to green views, outdoor space and biophilia.

Projecting culture – The global pandemic gave companies a real challenge in terms of projecting a sense of belonging and culture. Many new employees were recruited and onboarded without ever going into the office in person or meeting colleagues. Post Covid-19, companies will increasingly use a redesign of their offices to portray a positive company culture.

Rebuilding interaction – Design factors will play an important role in bringing people back together for social exchange and interaction in the workplace, both planned and unplanned. The early stages of the pandemic saw measures to enforce social distancing and the introduction of more office enclosures. Over time, this is set to relax and designers will increasingly seek to mediate a balance between privacy and proximity to others.
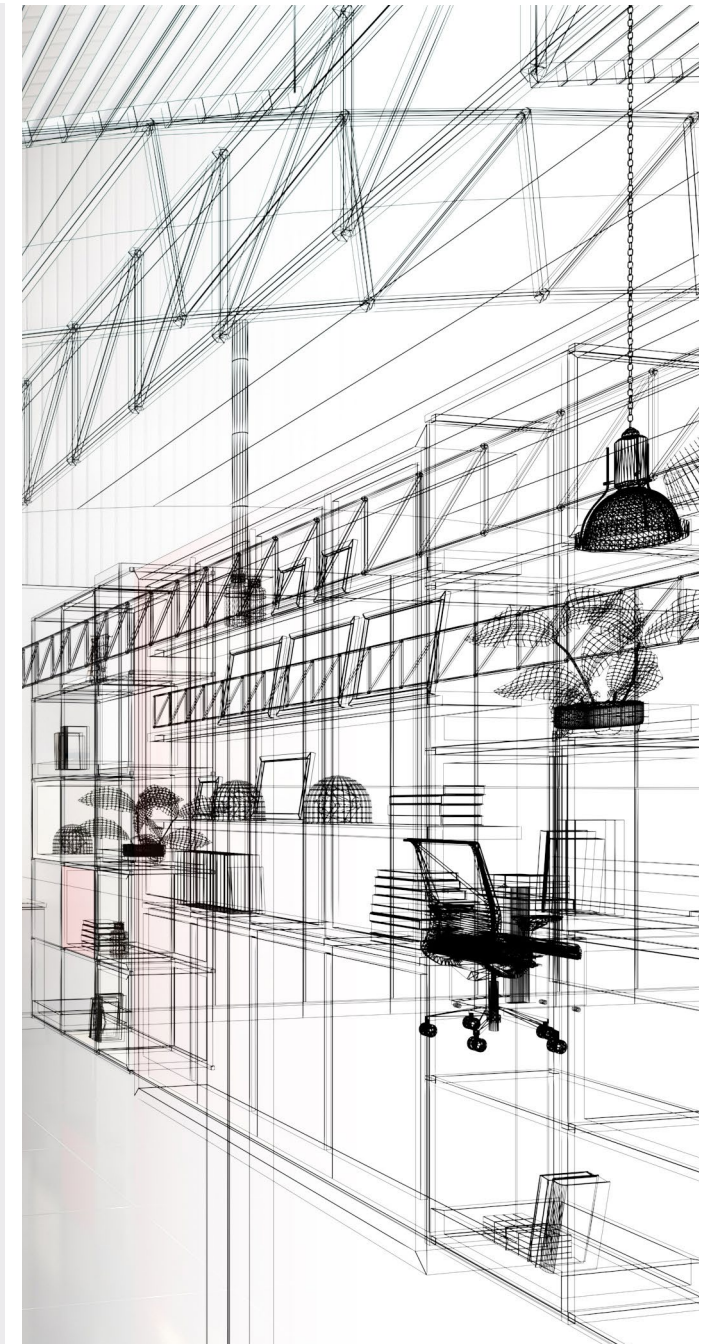
Key Links

Six office design trends in post-Covid world

Why the New Workplace Ecosystem Is Key to the Future of Work

Design roundup

Why psychological comfort matters

Across a hybrid landscape of work, it isn't enough to ensure that employees are physically safe and comfortable. Psychological wellbeing is what counts

Employee wellbeing became a key priority for organisations during the pandemic, but many companies have so far only scratched the surface to unlock the potential value of a happy and healthy hybrid workforce. How workplace wellness is addressed for a hybrid workforce is now becoming critical.

'Employers struggling with recruitment and retention will look to make their wellbeing programs a differentiator to attract and engage top talent…'
### Regina Ihrke, Senior Director of health and benefits, WTW

As employees are welcomed (and in some cases mandated) back to the office, many organisations have focused on the physical wellbeing of their employees. Corporate real estate teams have invested in new ventilation systems, plexiglass partitions and social distancing signage to improve the physical safety and comfort of employees when they return to the office. But relatively few organisations have invested in the overall wellbeing of their hybrid workforce – not because they are indifferent to people's needs but because they lack a governing principle.

As hybrid models start to materialise, the conversation around employee wellbeing is shifting. It is no longer enough for organisations to provide a basic level of physical comfort and safety in the office – they need to address higher-order needs such as the ability to get work done, or the creation of belonging and identity, by providing functional and psychological comfort across a flexible landscape of work.

The pyramid model of environmental comfort (opposite), originally developed by environmental psychologist Dr Jacqueline Vischer, can be reinterpreted for the hybrid era. Its three levels of comfort can be seen as extending from physical comfort in the office to functional comfort (carrying out tasks effectively) and psychological comfort (feelings of self-worth and belonging) across whichever settings people are working.

As companies plot their wellbeing strategies for 2022, it appears likely that organisations will get the most value and biggest return out of their employees by investing in their psychological and functional wellbeing.
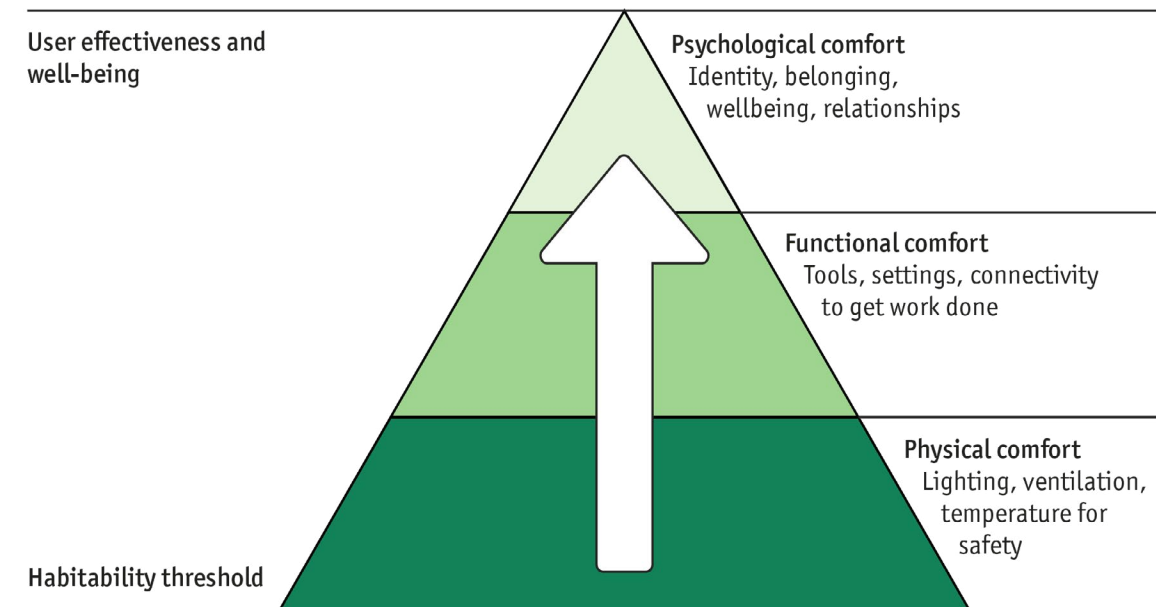
Model 7: Environmental comfort model

Dr Jacqueline Vischer, Professor Emeritus in the Department of Environmental Design at the University of Montreal, originally created this model for office environments. Now it can be applied to the broader ecosystems of work that are emerging. It ranks comfort into an ascending continuum of the physical, functional and psychological comfort. Like Maslow's Hierarchy of Needs, it argues that before people can strive for psychological needs, basic physiological needs must be satisfied first.

The model indicates that physical comfort provides the basis of occupants' workspace experience and sets the minimum standard for basic habitability. If physical comfort is not adequate, people feel that their health and safety might be in danger and, in some cases, such as indoor air contamination, they cannot perform their work.

Most modern office buildings today meet basic health and safety standards, but that alone does not ensure a functionally comfortable workspace – that is, an environment that supports the tasks that people are performing, whether these are computer-based, interactive, focused, collaborative or specialised. All work environments can be classified somewhere on the functional comfort continuum, ranging from very supportive and comfortable at one extreme to unsupportive of work and stressful at the other.

Psychological comfort is based on measures of privacy, control, relationships and identity, as well as feelings of belonging and ownership. Privacy is best understood as the need to exercise control over one's accessibility to others; environmental control includes access to tools that enable individual users to change conditions, and participation in decision-making by those who occupy and use workspace.

Organisations can improve the functional wellbeing of employees by making sure they have the right tools to conduct their best work. Psychological wellbeing, however, goes beyond safety and beyond simply getting the work done – this focuses on the degree to which employees feel like they belong in an organisation and plays to their overall sense of wellbeing.

Priorities for wellbeing strategies

Research by multinational risk management and advisory company WTW (formerly Willis Towers Watson) found that companies have a lot of work to do to meet their future aspirations for an employee wellbeing strategy.

Survey data found that 48 per cent of employers believe they have a variety of wellbeing programmes but no formally articulated strategy. In the next three years, 73 per cent of employers believe they will have that wellbeing strategy in place which will be differentiated in order to compete for the best talent.

The top two actions employers plan to make in 2022-23 to improve the emotional, physical, social and financial wellbeing of worker are on the benefits and programmes they provide to employees – with particular focus on emotional and financial wellbeing.

A deep dive into the results from the WTW survey yields important insights into the wellbeing intentions, plans and priorities of employees.

Financial wellbeing: One third (34 per cent) of respondents are planning to track financial wellbeing programmes at pivotal financial decision points such as starting a new family or buying a first house.

Mobile apps: A quarter of respondents are planning or considering promoting the use of mobile apps for physical wellbeing. Two in three (65 per cent) of this group had already offered such apps at the time of the survey.

Access to services: Almost 40 per cent of respondents were planning or considering redesigning their employee's access to services by raising limits for visitors and expanding the service offering.

Regina Ihrke, senior director of health and benefits at WTW, comments: 'The organisations that most effectively move the needle are those that develop a comprehensive strategy that supports all aspects of their employees' wellbeing. It's also important to articulate that strategy to employees.'

Source: WTW, 2021 Wellbeing Diagnostic Survey.

Insights from the world's largest worker wellbeing data set

In March 2020, US job seeker website Indeed developed a survey to measure employee experiences at work. The survey – measuring such factors as happiness, stress, learning opportunities and sense of belonging – has now been answered by more than five million US workers and is currently the largest data set of its kind in the world.

But what does the data tell us about how organisations can understand wellbeing in their workforce?

The research identified 12 drivers of worker wellbeing: belonging, energy, appreciation, purpose, achievement, compensation, support, learning, inclusion, flexibility, trust and management. In response to questions about these drivers, researchers were able to tease out how employees prioritise their wellbeing. These are some of the top findings:

- Social elements of work are more important than pay. Belonging is the top driver of wellbeing.
- Belonging, flexibility and inclusion became even more important during the pandemic – holding onto the top three spots.
- Supportive management became more significant to workers during the pandemic.

Flexibility has become a top priority for employee wellbeing, but it has had detrimental impacts on sense of belonging because employees are no longer experiencing random encounters with colleagues. Innovation and creativity require openness, spontaneity and collaboration.

In order to both maintain flexibility and a sense of belonging, 'coordinated flexibility' might be the best way forward. For example, a team could coordinate to come to the office three days per week for purposeful interactions such as brainstorming, client meetings and conferences. They would use the remaining days to work from home on projects that require more individual focus, such as writing, emails or analysis.

Source: Insights from the world's largest worker wellbeing data set, What Works Wellbeing (February 2022)

Key Links

How to revive culture and wellbeing

Autonomy in the workplace

Championing mental health and workplace wellbeing

Employee wellbeing is essential, wherever your people are working

Here is a selection of external links and books from contributors to WORKTECH Academy's global network on subjects that are on our radar this quarter:

Should in-office workers be paid more?

To pull reluctant workers back to the office, some employers are upping pay packets and offering perks just for stepping through the door. Is this the right approach?

Read more

What employees say about agile transformation

A recent survey by management consultants BCG reveals three key findings that can help transform companies into truly agile workplaces. Find out what they are.

Read more

Machine learning in the workplace

How can Machine Learning be best utilised to serve the modern workplace? A blog by workplace consultants UnWork explores how Machine Learning can offer invaluable workplace insights.

Read more

Carbon counter: hybrid working is a hot topic

As companies weigh up the potential benefits of hybrid working, this article by the *Financial Times* suggests that lower carbon emissions is not one of them.

Read more

Book: The Nowhere Office

The Nowhere Office by Julia Hobsbawm proposes a radical new way of thinking about work both now and in the future. It offers a practical guide to negotiate the challenges of remote working and managing WFH teams.

Read more

Book: The Human-Centric Workplace

The Human-Centric Workplace calls on workplace leaders to do better to make employees thrive at work. It aims to inform, inspire and drive change by highlighting how people, communities and the planet thrive.

Read more

TOG and Fora announce merger

The Office Group and Fora have agreed a merger with the aim of becoming the premier flexible workspace company in the UK and Europe.

Read more

Ten future materials that could change the way we build

The construction industry is in need of sustainable solutions for how it builds, this article by *Dezeen* offers ten promising new construction materials.

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