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The Hybrid office of 2023

A practical guide to ace the people game

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Introduction

In the last edition of the Office of 2023, we talked about the variety of challenges that your hybrid workplace can potentially face this year and the who, why and how of these challenges.

In this edition, we get deeper into the Who and the How. That is, the big people shifts that an enterprise will need to address this year and how tech can make these shifts seamless.

The **big shifts** that are expected this year in the hybrid workplace from a people's PoV are:

01

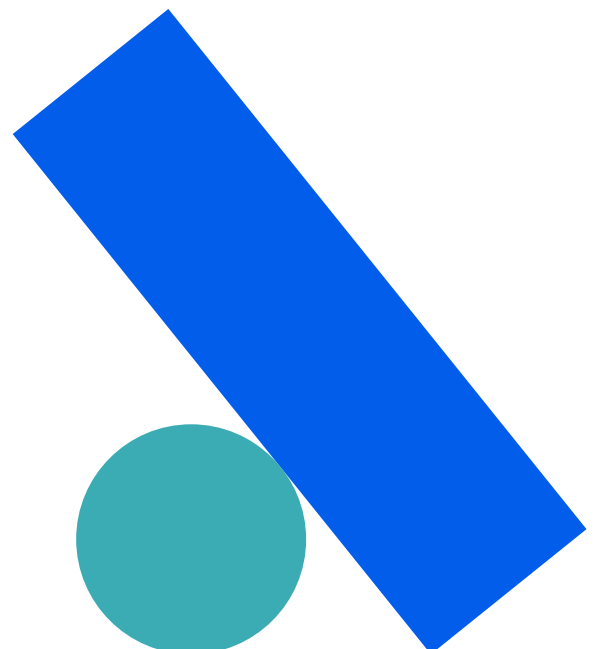**The emergence of a new work title of a Chief Remote Officer or Head of Remote:**

02

The increased focus on Gen Z proofing the hybrid workplace:

03

The emerging wave of The Great Unretirement (of senior employees 60-65+ yrs):

04

Hybrid workplace success: Making it work for all generations

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01

The emergence of a new work title of a Chief Remote Officer or Head of Remote

to improve the hybrid work experience for, with many still favoring work-from-home versus in-office, a growing number of companies are adding a new role to their leadership team.

02

The increased focus on Gen Z proofing the hybrid workplace

to assume that all Gen Zs naturally favor hybrid is a myth that needs busting. While their natural affinity to tech may make them better adapted to hybrid, their need for social recognition and networking suggests otherwise.

03

The emerging wave of The Great Unretirement (of senior employees 60-65+ yrs)

to secure a stable retired future, the senior 'retired' workforce is either returning or holding on to their current roles to fight off the fear of recession brought on by post-pandemic socio-economic realities.

1. The emergence of a new work title of a Chief Remote Officer or Head of Remote

1.1 CHIEF REMOTE OFFICER : NECESSITY OR JUST A GOOD TO HAVE?

> " The Industrial Revolution took eight years while moving to remote work was done in a month. It involved a complete transition of everything that you could possibly think of.
>
> *Liam Martin, author of Running Remote: Master the Lessons from the World's Most Successful Remote-Work Pioneers (Harper Collins, 2022)*

Managing virtual teams takes a different skill set than traditional management philosophies. Given that hybrid and remote have given birth to work equity-related issues, e.g. gauging the productivity of a hybrid versus an in-office worker etc. There is now a growing need for designated facilitators or managers who steer teams through shifting workplace norms, enlisting new tools where appropriate and ensuring an overall healthy work culture providing a level playing field to all.

There is a sociological concept called Dunbar's number that states that 100-250 people is the maximum size of an enterprise when you can reach in which every single individual knows everyone else. Beyond that, employees are reduced to a mere number and that can be detrimental for employees - enterprise relationships.

Dunbar's number has even greater application today from a hybrid work point of view, where for large enterprises with remote operations, a sense of personal connection with every employee can be a big challenge.

Ad-hoc measures like organizing company-wide virtual meetings, instating camera-on policies, ensuring fixed attendance hours etc. are good, but not sufficient.

Primarily because their ad-hoc measures are not stringed together under a singular approach to managing the hybrid workforce and there is the absence of a singular authority to take charge of managing the hybrid workforce.

In addition to their existing work roles, leaders in many organizations are managing hybrid with limited understanding of what it takes for it to effectively work.

Hence, many enterprises are also taking proactive measures by appointing high-ranking leaders whose role is solely dedicated to making hybrid thrive throughout the organization. **These leaders are called Chief remote officers or Head of Remote.**

And the need for these leaders in 2023 will become more of a necessity than a good to have given the after-effects of the pandemic are finally fading away, the changing socio-economic environment and the growing focus on diversity, equity and inclusion at workplaces.

1.2 THE ROLES & RESPONSIBILITIES OF A CRO : THE DO'S & THE DON'TS

Given that CROs represent the employers' commitment to "supporting" remote work than merely "allowing" it, it is important to get the description of a role as critical as this, correct.

| THE DO'S	THE DON'TS
It is a combination role. The role subsumes many roles that need to have a bird's eye view of different practices, processes and requirements across the enterprise.	It is not a purely HR Role or an operations role or a communications role.
This is a **senior role with executive "sponsorship".** That is, the authority to re-architect company values, culture and workflows and charters across an organization.	It is not a make-shift role, which is just handed over to functional heads to carry out individual plans for their independent teams.
This role is the **anchor for all hybrid communication within the organization.** Takes charge of establishing clear methods of communication across three levels of communications - in-person, video/ instant message and email.	It is not a make-shift role, which is just handed over to functional heads to carry out individual plans for their independent teams.
Proactively deals with existing challenges and future challenges posed by the evolution of hybrid workplaces	It is not just a transformation team that works reactively i.e. limited to looking at a problem to solve for.
Requires a deep familiarity with collaboration tools. Technology will be their closest alliance to ensure productivity, inclusion and equity.	Cannot be aversive to trying new technology options that promote collaboration and cannot be ignorant of cutting-edge tech that catalyzes change seamlessly.

CRO can ensure serendipitous interactions, and purposeful events, create an environment where in-person meeting cadence is maintained at optimum intervals for different teams, foster an environment where performance is highlighted on basis of work, ensure that the promotions, appraisals and recognition is provided equitably to both remote and onsite people, as this parity is very important to retain best remote talent.

It's also important to focus on how office interaction can be more meaningful. In larger teams (20+ people) it is important to have the communications flow. Constant feedback collection and working with teams to ensure that no one is feeling left out, disconnected or distant from the team camaraderie. Typically HR is entrusted with this job, but given the major responsibility of hiring, retrenchment and appraisals, it's important to create a CRO who just focuses on the cultural building part. Most CXOs are worried about the lack of cohesion and connection to the broader goal, once teams start working remotely.
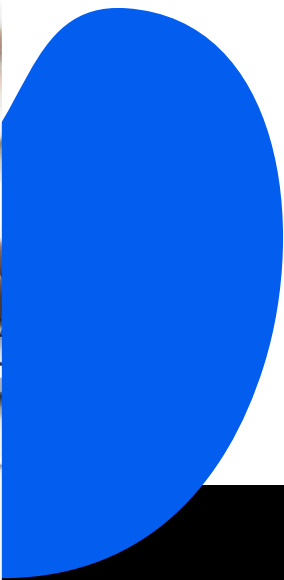
1.3 SIGNS THAT INDICATE THE NEED TO BRING A CHIEF REMOTE OFFICER PRONTO FOR YOUR ENTERPRISE

Sign #1: Hybrid hasn't been your normal in the past. It's relatively new, induced only because of the pandemic.

In some industries like BPO, consultancies, and advisory services etc. remote and hybrid models are not a new practice. It has been a way of working that the employees have been in tune with. However, for industries and enterprises that are deploying hybrid for the first time, the transition can be painful. Hence, the need for a designated leader who can help the enterprise to chart its course more seamlessly.
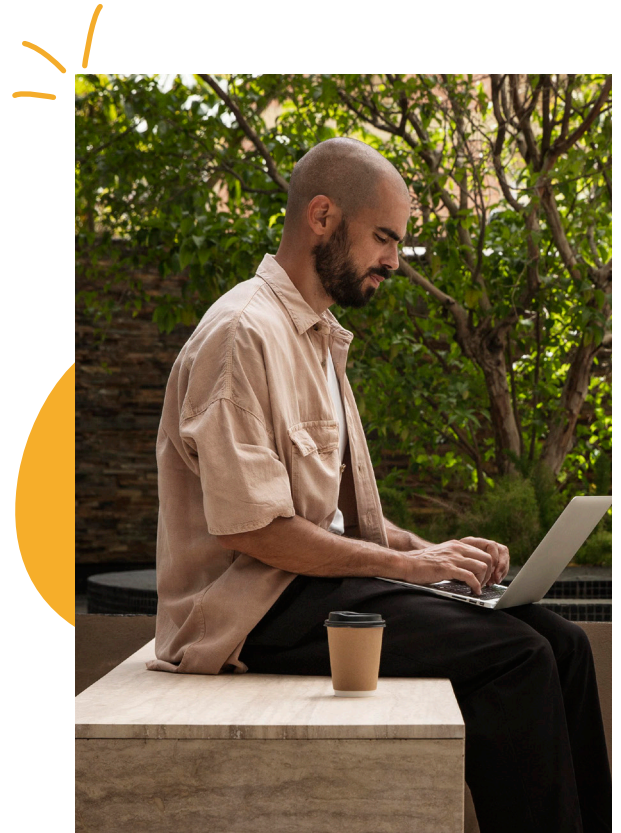

Sign #2: The existing leadership is finding it hard to manoeuvre the demands of hybrid and remote

It isn't the best practice to assume that the senior leaders are naturally adept to handle remote and hybrid. Especially because every leader also has their individual style and preferred mode of working. In addition, if this becomes an additional task to manage when they are already operating at capacity, it won't be easy for them to manage remote and hybrid work teams. It is their secondary consideration unlike a CRO for whom this is the mandate.

Sign #3: Need for hybrid tech overhauling is a dominant need for your enterprise You're not on top of the latest tools and platforms

Hybrid and remote by nature is tech-reliant and in a world where the universe of virtual office apps is expanding, to know what is the latest and what is the best, needs someone who owns this and knows about it. Putting the onus on the CRO.
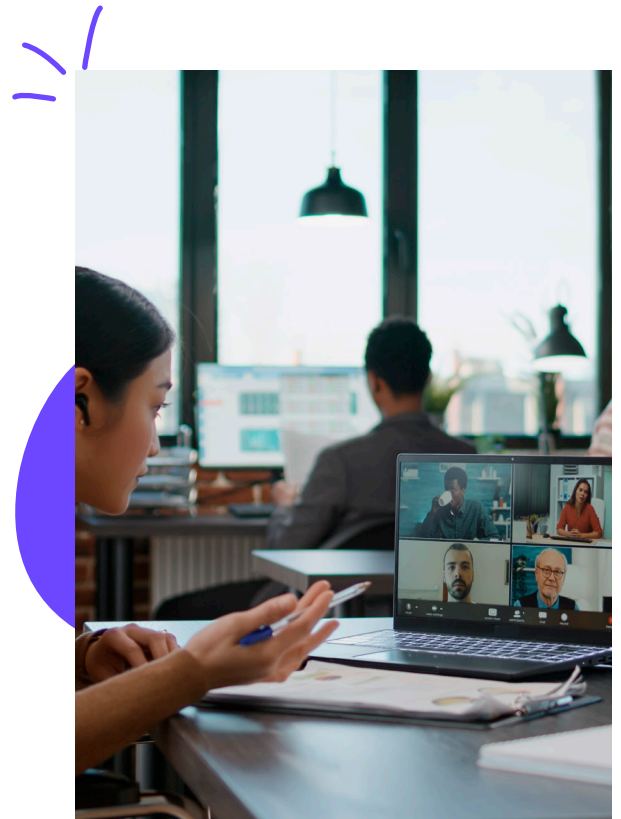
Sign #4: Your need to integrate the existing, legacy tech with the new is an important one

Hybrid is not always about overall overhauling. Sometimes, it is about someone who is not averse to risks and is willing to make tweaks and integrations to existing systems, tech and protocols that will enhance employee experience. A CRO is someone who also knows when small tweaks and integrations are enough versus big changes or adoptions.

Sign #5: The need for a leader who would stand up for hybrid and remote before the enterprise is about to give up on it

When there are many conflicting views about how to handle hybrid, an enterprise and its leadership can often reach an impasse. But if there is someone with designated authority to lead hybrid, then that person can drive, own and advocate hybrid.

1.4 THE CRO X TECH MARRIAGE IS A MATCH MADE IN HEAVEN: TOOLS THAT CAN HELP CROs IN LEADING EFFECTIVELY

A big game changer for CROs in successfully managing hybrid is the Integrated workplace management system. There are a couple of reasons for this among others:

- It brings all the people, locations, and assets of a business together on one common platform, despite locational diversity.

- It allows teams to collaborate in interesting ways - create, distribute and host a variety of in-person events across the office locations, cafes, co-workings, gym, and outdoors to foster a sense of community even if people aren't sitting adjacent to each other on a day to day basis.

- It enables cross-departmental data-sharing and functions as a central processing unit for every department across an enterprise.

An IWMS may also include specific tools and functions that are particularly useful for space and real estate purposes and enable CROs to manage everything seamlessly:

Optimizing space planning: IWMS allows for automated and intuitive space planning that is ideal to develop floor plans, the option to group employees by department and profile. Overall, helping things stay fluid in the office environment.

Space reservation tools: these tools are important to ensure that employee experience stays flexible and autonomous within a hybrid workspace. Employees can access IWMS via mobile or desktop and can plan ahead, show intent and reserve for themselves and colleagues. This ensures collaboration flows naturally.

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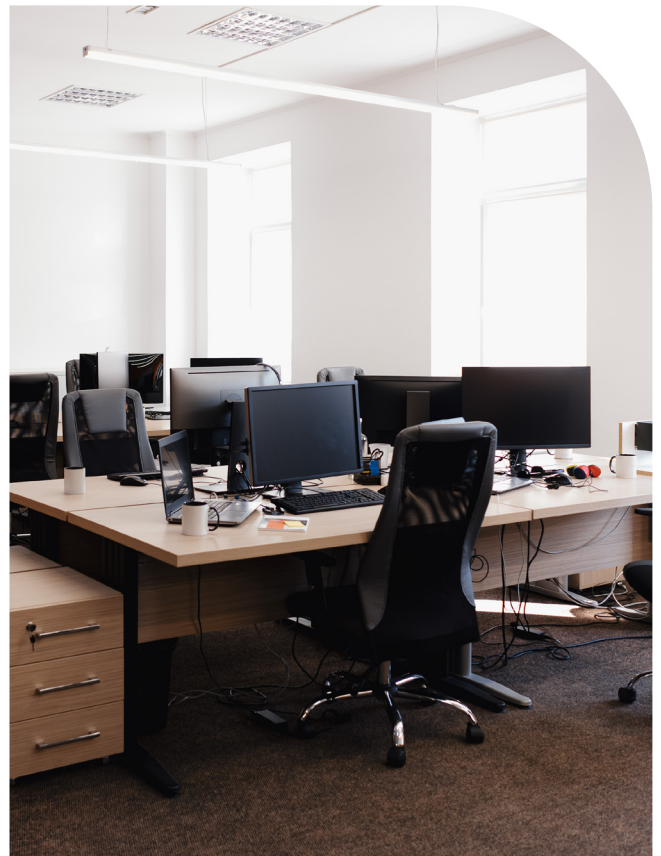
Floor plans and navigation: When the workplace changes, employees will need a way to navigate it. An IWMS helps them do this real time and this again can be managed on mobile and desktop. This can also support health and safety initiatives since personal protective equipment (PPE) like masks and hand sanitiser can be listed on the map for improved accessibility.

Data utilization tools : In a hybrid workplace, it can be tough to know what's happening in every physical office space. Knowing who's using the space, when they're using it, and how often they're using it often turns into a guessing game. But by using space reservation data—or even badge swipe data—an IWMS can capture and organize all of this information within a single system. The numbers can then be visualized in easy-to-read dashboards and exported into simple charts and graphs.

This is just a snapshot of IWMS to showcase how IWMS can be a game changer for a hybrid set-up. The data and tools will enable CROs to identify opportunities, build rationale and identify gap areas where hybrid needs to work harder.

We have done more work in this area.

2. The increased focus on Gen Z proofing the hybrid workplace:

2.1 WHY 'GEN Z'S LOVE HYBRID' IS ONLY ONE SIDE OF THE COIN

> It's not about the office, it's about belonging. More than half of employees who left their job in the past six months did not feel valued by their organization (54 per cent) or manager (52 per cent), or they lacked a sense of belonging (51 per cent) [it's clear that] employees want stronger relationships, a sense of connection, and to be seen.
>
> *Bonnie Dowling, Associate Partner at McKinsey*

To assume that Gen Z is a digitally native generation and hence 'loves' all things hybrid will not be the wisest assumption to make. It is true that flexible work arrangements have myriad benefits for them - work-life balance, improved retention etc., but data also indicates that Gen Z is not all about gung-ho about hybrid.

But then again, to throw the baby out with the bath water wouldn't be right.

Most of the Gen Z crowd has spent the last few years attending classes, and courses online, missing out on building key relationships that those before them have been able to build. It is no surprise then that many recent graduates and young workers prefer fully in-person work compared to those who prefer to work remotely or hybrid (PwC Report, 2022).

It is not hybrid itself, but poorly developed hybrid workplaces that are doing the real damage. And therefore, certain measures can help mitigate the shortcomings of the lack of personal networking and bonding associated with hybrid.

2.2 FIVE SWITCHES TO TURN ON THE ENGAGEMENT AND SUPPORT SWITCH WITH GEN Z IN A HYBRID WORKPLACE

Engage them before their first day: Set the tone of their workplace journey by inducting them into the team right away. A regular line of communication after sharing the offer will be helpful. For eg., start by sending them a simple questionnaire, asking for information about their favorite things (beyond work) like snacks, hobbies etc. Personalized engagement is the key.

Managers are the secret weapon: but don't assume they know how to energize the teams. It is important to train them and give them a safe space for help. Continually reinforcing the idea that taking care of their people is their top priority will help them develop a stronger relationship with younger gen employees. There can be a generational disconnect, but with the right interventions, it can be ensured that they work together. Like technology, resources etc. For remote and hybrid workers, the role of a manager is even more critical. The idea is to develop an intention to welcome the younger Gen Z more openly.
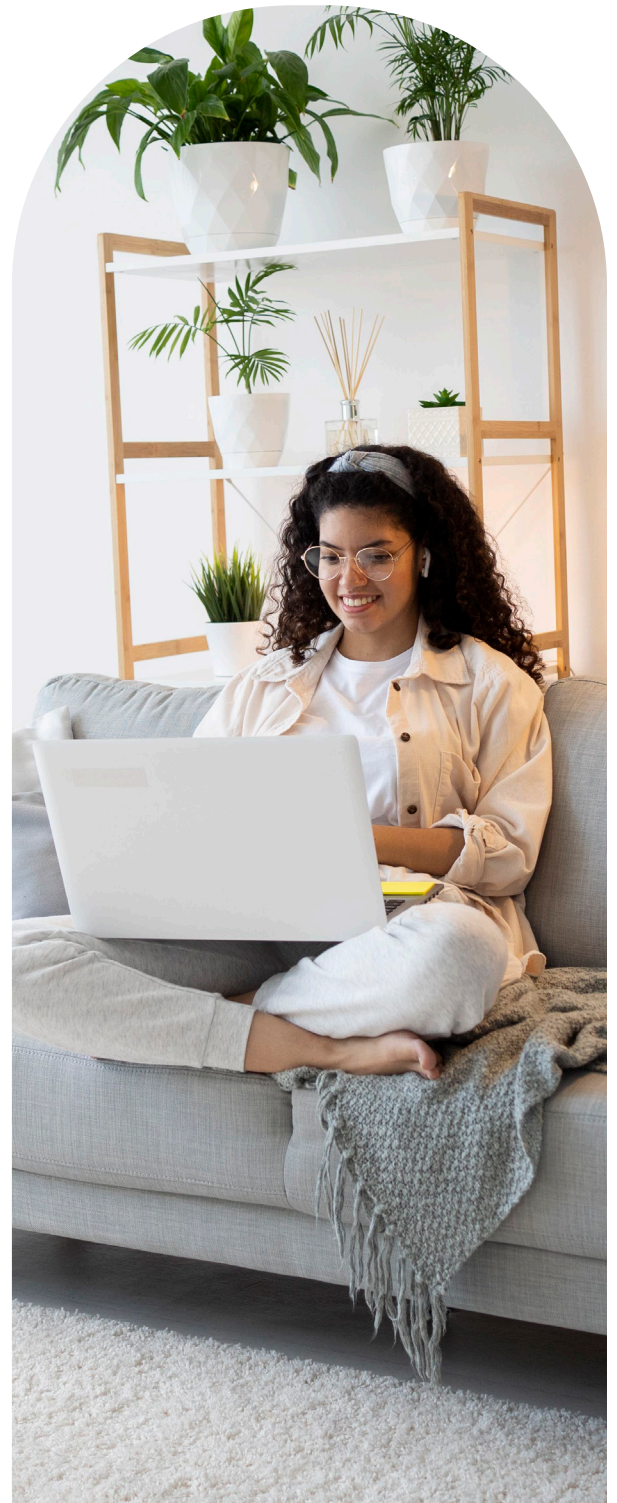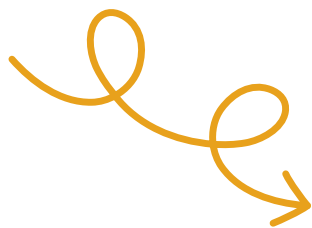
Encourage employees to build relationships. Human connections are critical for young employees who are remote or hybrid workers and may feel lonely. Connections can be cultivated by organizing mentorship programs, outings and organizing events that draw people together in compelling ways and allow young employees greater access to top leadership.

Offer more engaging learning and development (L&D) opportunities. Gen Z workers are early in their careers and eager to learn. By providing training and resources personalized to each individual employee and their journey, you can better engage, motivate, and retain employees.

Prioritize their diversity, equity and inclusion: Gen Z are perhaps more aware and more vocal about their rights, privileges and responsibilities. When an employer showcases their support for things that Gen Z holds close to their beliefs like sustainability, gender inclusivity etc. they feel more convinced about the organization's overall openness to change versus just displaying openness through hybrid.

2.3 THE TECH THAT CAN HELP TURN UP THE PACE ON THESE SWITCHES FOR GEN Z

If tech promises opportunity, flexibility, ease and inclusion, it will help attract the Gen Z workforce.

Below are some tech interventions through which tech can enable Gen Z at a hybrid workplace to experience the above-mentioned benefits:

A scheduling tool for L&D: to encourage participation, carve out time in employees' schedules for L&D. Through existing collaboration tools like Teams, Slack etc., managers can ensure that a certain amount of time of fixed frequency and duration can be organized for employee's career development. Investing in Gen Z's growth and development as an employee and as a person will play an important role in deciding their journey and tenure with the organization in the long run.

Leverage the "hotelling" trend: Hotelling refers to employees making use of a corporate booking system to reserve desks in their workplace, for a day at a time. The introduction of bench-style desks and hot desking is there to ensure that everyone has somewhere to work when visiting the office. The workplace can be designed to integrate Gen Z's requirements from a workplace through a scheduled questionnaire.
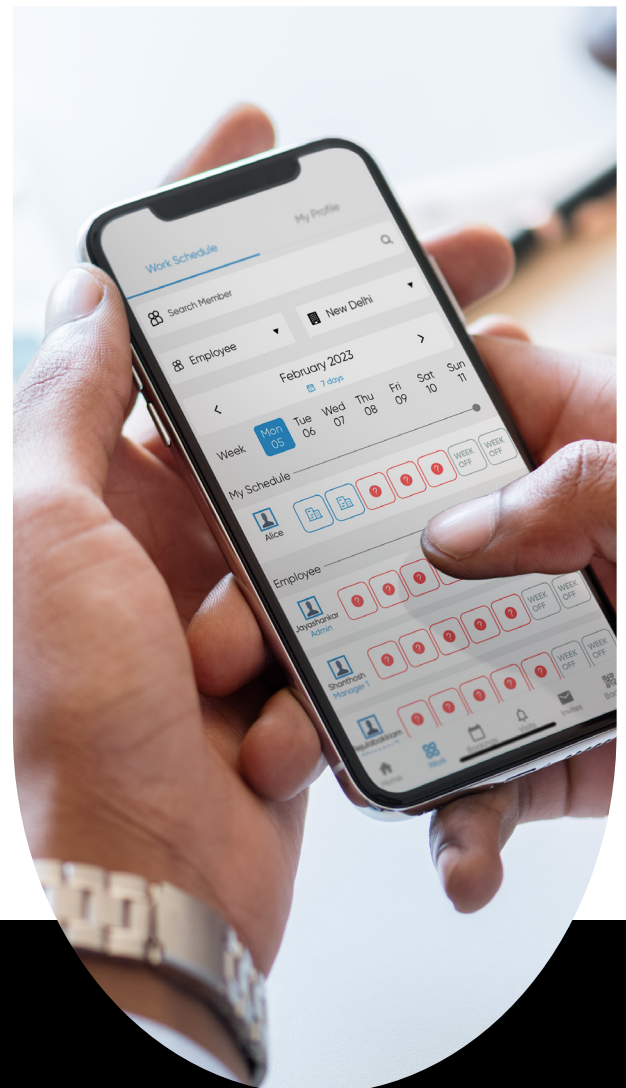
One interesting insight is - people do love to work at different places depending on their mood, day, need and vibe. This is a very imp aspect in keeping desk bookable and open in various zones - silent, green, eco, sunlit, huddle, meet, call, zoom etc. this fosters creativity, reduces fatigue and makes the office a more vibrant place

Leverage locational flexibility: The managers need to evaluate the degree of location flexibility feasible for a Gen Z employee's role based on tasks and activities associated with it. This can be leveraged to modify the work model offered. Talent sourcing practices can be adapted to source talent by location, not business location, for hybrid and remote models. Data dashboards can be created to understand the locational spread and the kind of work models best suited, basis these locational differences.

Here too we are seeing interesting work patterns where people want a hub-spoke model, want to work from HQ for a few days, but for functional and client meetings, prefer to book a venue close to a residence in order to save on the commute, get similar amenities and all extended by the organization. This can be ensured via curated spaces from coworking and cafes which can double up as your office extension. Employees get to book it all as if it's the same office, with a single click and consistent experience.
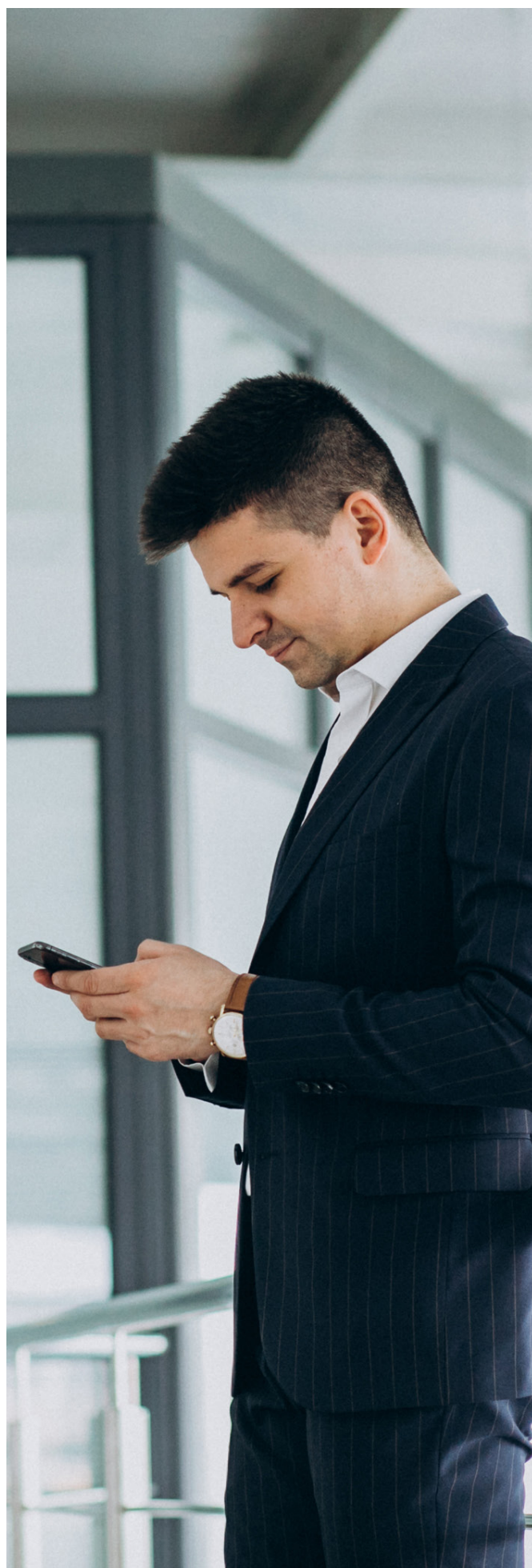
Conduct training around policies to standardize language for candidate communications: Before the young talent joins and right after they join, for a certain period of time, managers should put in extra effort to ensure that they share the same language as Gen Z employees about concepts like work from home versus work from anywhere, residence regulations, duration of location flexibility etc. In order to do so, a special online induction training module can be shared in advance for candidates to get well acquainted with. When they visit the premises initially (before a permanent access card is generated in their name), some temp access to key common areas where they can connect with managers and other employees to know more about the on-campus process and practices can be provided.

Provide visibility to how inclusion and diversity are practised at the organization: for geographically diverse locations, leveraging employee experience on campus in diverse languages can be a good basic step to showcase that the organization appreciates diversity. Also, tools like late attendance that ensure the safety of women employees while working late at work, can be one of the simple steps that reflect how an organization is working towards inclusion and safety as a whole.

These are some of the sample steps that organizations can take to establish an initial connection with a young and diverse Gen Z audience.

3. The emerging wave of The Great Unretirement (of senior employes 60-65+ yrs)

3.1 FIRST THINGS FIRST, WHAT IS THE GREAT UNRETIREMENT?

Unretirement was a trend that started towards the end of the pandemic.

The pandemic brought along with it a lot of socio-economic challenges like heightened living costs, inflation, employment uncertainty etc. These challenges brought along with it a certain anxiety about the certainty of the future that compelled people aged over 50 years in the workforce to 'unretire'. They started returning to work.

But 'unretirement' is not all about boosting one's retirement savings and leveraging a tight work market. There are more humane reasons associated with why senior employees want to stay back and return to work. Some of them are as follows:

- **Being more socially active:** retired life can easily get isolating. Daily interactions with fellow workers and teams can help lift spirits, expand social networks and give a built-up support system.

- **Taking advantage of remote work:** the pandemic-induced remote work in many fields allowed employees esp. the senior ones to reduce stress, boost happiness, better work-life balance and overall time for oneself. Things become all the more important with age as one wants to start moving away from the rat race.

- **Fight off boredom:** dreaming of endless time post-retirement is good, but it can be tough to fill one's days with purpose. An absence of purpose impacts one's mental health. This is why research by BBC indicated that although 27% of retired job seekers are re-entering the workforce for financial reasons, the majority are coming back to give their days more structure. In one survey, 60% of retirees returning to work said that they are primarily "looking for something to do."

- **Social recognition:** retired life can also be a life where one may feel that they are no longer appreciated or recognized for the skills or capabilities they possess. Work is a space for the physical manifestation of these which is linked with one's sense of self and self worth.

And while these factors indicate why the retired want to be 'unretired', it's not the complete truth. This is because organizations today also need senior (in age) leaders to stay for longer.

3.2 TRANSFERENCE OF KNOWLEDGE FROM THE 'OLD' TO THE 'YOUNG' IS ESSENTIAL

Organizations today are struggling with bringing people together and most importantly lagging behind in ensuring that experiential learning is getting transferred from one generation of employees to the other. While there can be many reasons for this, one of the key reasons in recent times that has compounded this issue is the hybrid, remote working model itself.

One cannot deny that an important part of experiential learning is that it is personal, it is one on one and preferably in the same location. Physical proximity plays a key role in ensuring the qualitative dimension of this learning and no screen or collaboration can ever replace that. However, this is something that is missing today with hybrid.

When two generations of employees are set far apart chronologically, there can be some resistance to embracing and reaching out to each other in search of knowledge. Primarily because one assumes that this exchange may not yield anything.

However, physical proximity increases the chances of these exchanges because when we interact with an individual in person, we also form a rapport. The same can become challenging virtually.
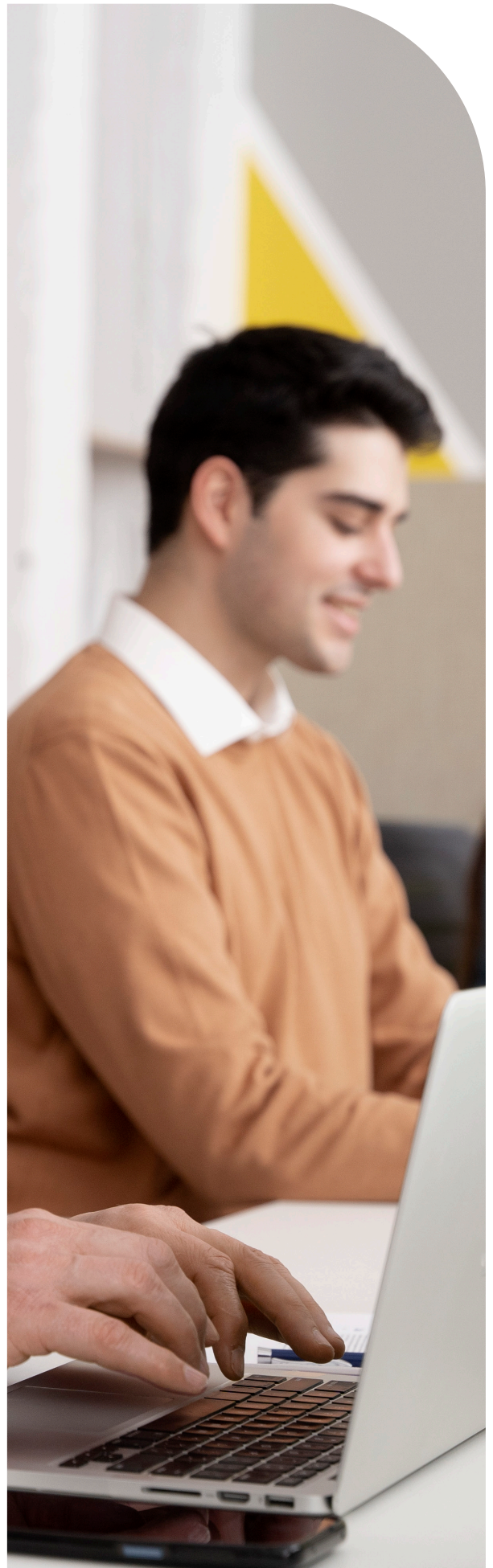
So does this mean that in a hybrid or remote working set up, this experiential transfer of knowledge cannot take place?
The answer is No. Transference can work in a hybrid set-up, provided there is intentionality associated with it.

In fact, **tech can play a key role** in supporting this intentionality and **creating moments** when this transference can take place, best suited for both- the young and the senior

A scheduling tool or L&D: that caters to interactions and exchanges between the senior most and the youngest employees in the organization. Through existing collaboration tools like Teams, Slack, Google Meet, Zoom etc. HR can carve out a schedule where the newest and the youngest joiners are inducted into the organizational culture, and processes and work through the senior leaders in the organization who have witnessed the growth cycle of the company and are in a good position to teach the new about what it takes to keep that growth momentum going.

However, apart from this experiential learning exchange, we also need certain tech that will specifically enable the 'unretired' audience to feel more purposeful, productive and safe in a hybrid working environment.

3.3 SIMPLE TECH WILL GO A LONG WAY WITH THE UNRETIRED

This talent pool doesn't require extensive training or career development. Instead, they are looking for ways that will ensure their productivity, with minimum costs on their independence and safety. The HR in particular can focus messaging and initiate tech that centers around the following for them:

- **Flexibility:** an organization's ability to keep the unretired workforce happy will be the ability to promise flexible, but fixed hours to them. This means they have the flexibility to choose their working slots and at the same time they can stick to them in a routine manner because, for this generation of workers, routine is just as important. Therefore, rostering tech that maintains and monitors their preferred timings of work and therefore suggests pockets for collaborations within these slots, will be much appreciated by them.

- **Comprehensive health benefits:** This generation of the workforce will value the medical benefits, and the medical and health check-ins that an organization has in place for their benefit and well-being. Creating a simplified dashboard that is accessible to them and provides them with information about health check-ins, sick leaves, organized medical check-ups etc., almost like a **digital medical/ health card** will give them the assurance they seek.

- **Providing simple user interfaces:** it is critical for this group to feel that they can manage their everyday work and all its complexities independently. This is why it is important to provide them with tech platforms that are more integrated, and unified, with a simplistic UI that a) becomes a single access place for them for all things b) can be managed by them independently, with minimum assistance.

- **Ease of navigation and way-finding:** it is sometimes the smallest of things that make the biggest of impact. Things like navigated parking within the parking lot, assured locker space, ease of managing in-office movement etc. that can actually make the senior employees feel more at ease in managing their day-to-day life at work.
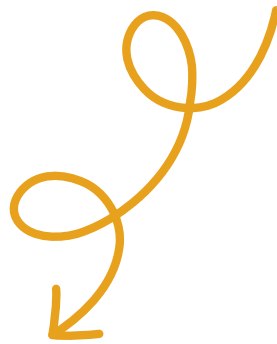
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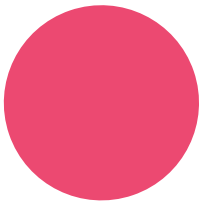
A successful hybrid strategy is one that "supports" and not just "allows" hybrid and remote working for its employees. If an organization truly wants its people to, then it is critical that their specific mindsets, attitudes and preferences are taken into consideration. This will allow not only those specific employee groups to feel more at home at the organization, but also create room for them to feel more at ease with each other. Thus, ensuring that generational gaps and overall people gaps are fewer. The Chief Remote Officer can become an anchor head of this "support" through expertise and leadership in ensuring that hybrid works for all.

Workplace technology solutions will play a key role in enabling the CRO. And hence, we want to leave you with a cheat sheet that will help you keep a checklist of **What** can be done for **Whom.**

4.A. The cheat-sheet you need to ace your hybrid workplace game

Audience	Human intervention & the needed soft skills	Tech intervention
Chief Remote Officer or Head of Remote	1. This is a senior role with executive "sponsorship". That is, the authority to re-architect company values, culture and workflows and charters this across an organization. 2. Takes charge of establishing clear methods of communication across three levels of communications - in-person, video/ instant message and email. 3. Proactively deals with existing challenges and future challenges posed by hybrid.	Integrated Workplace Management Solutionsis the key. With key aspects: 1. Optimizing space planning to help things stay fluid in the office environment 2. Space reservation tools to ensure that collaboration flows naturally 3. Floor plans and navigation to ensure better accessibility 4. Data utilization tools to leverage real-time data for effective implementation of processes, protocols for example badge swipe data etc. 5. Collaboration tools to ensure productivity, inclusion and equity
Gen Z	1. This is a senior role with executive "sponsorship". That is, the authority to re-architect company values, culture and workflows and charters this across an organization.	1. A scheduling toolfor L&D: Through existing collaboration toolslike Teams, Slack etc., managers can ensure that a certain amount of time of fixed frequency and duration can be organized for employee's career development.

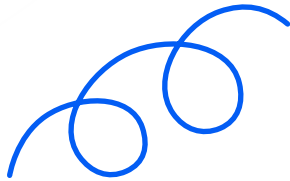| Gen Z	2. Takes charge of establishing clear methods of communication across three levels of communications - in-person, video/ instant message and email. 3. Proactively deals with existing challenges and future challenges posed by hybrid.	2. Leverage the "hotelling"trend:Introduction of bench style desks and hot deskingis there to ensure that everyone has somewhere to work when visiting the office and in a place they want. 3. Leverage locational flexibility: Talent sourcing practicescan be adapted to source talent by location, not business location, for hybrid and remote models. Data dashboards can be created to understand the locational spread and the kind of work models best suited 4. Conduct training around policies to standardize language for candidate communications 5. Provide visibility to how inclusion and diversityis practiced at the organization through access to late attendance privileges and accessible data dashboards, language diversity in trainings etc.
The Unretired/ the senior most audience	1. Give them room to be more socially active - to build a support system. 2. Allow them the enjoy work-life balance while doing their everyday duty	1. A scheduling tool for L&D: that caters to interactions and exchanges between the senior most and the youngest employees in the organization. Through existing collaboration tools like Teams, Slack, Google Meet, Zoom etc. HR can carve out a schedule for the newest and the youngest joinees.

The Unretired/ the senior most audience

3. Social recognition is just as important for them. An important way to instill this is by letting them champion transfer of experiential learning to the younger generation of employees. This will help them establish a social and personal connection with them, despite the generational gap.

2. Hot-desking and scheduling access to manage their work-week basis, their flexibility and routine

3. Providing simple user interfaces while putting them onto a more integrated, unified, with a simplistic UI that a) become a single access place for them for all things b) can be managed by them independently, with minimum assistance.

4. Ease of navigation and way-finding: navigating through things like parking within the parking lot, assured locker space, ease of managing in- office movement etc. can actually make the senior employees feel more at ease in managing their day-to-day life at work.

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