The future of work
is **hybrid**

Remote - How

atd
Association for
Talent Development

My name is **Iwo Szapar**

Remote Work Advocate & CEO @ **Remote-how**

- Since 2011 r. I am **working remotely myself**.

- I am an **author of the book**

  "*Remote Work is The Way*".

- Since 2017 r. we have helped **400+ companies**

  create remote-first workplaces.

Forbes

Remote–How: Teaching The World How To Work Remotely

Jon Younger Contributor ⓘ
Careers
I write about the freelance revolution and the future workforce.

Remote-how is a virtual training, and micro-consulting enterprise marketplace focused on supporting the remote-first employee lifecycle.

Our platform offers access to: *Monthly Learning Cycles, Cohort-based courses, workshops, webinars, mentoring circles, 1:1 coaching*, and more.
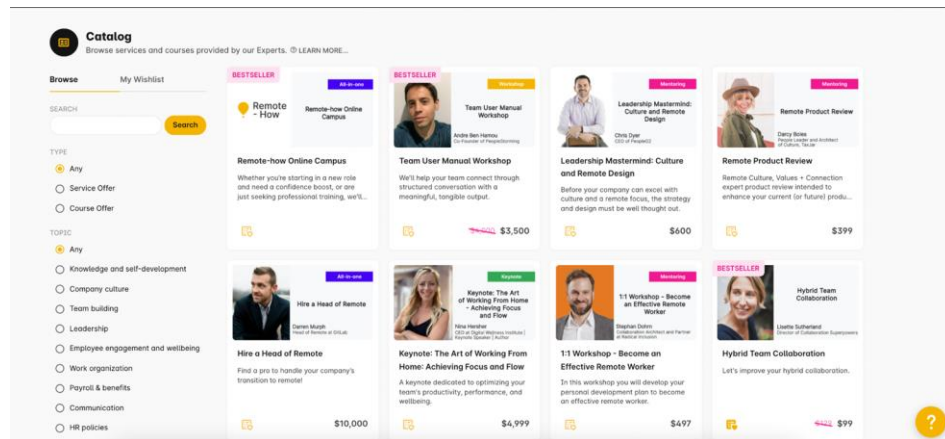
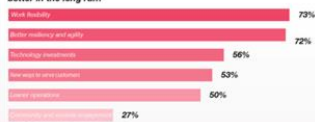
We've been trusted by 200+ companies

"The next phase of **remote work will be even more disruptive.**"

1. Business strategy

Staying adaptable and resilient in the face of change is a key part of the future of work.

What about the current situation will make your company better in the long run?

- Work flexibility: 73%
- Better resiliency and agility: 72%
- Technology investments: 56%
- New ways to serve customers: 53%
- Lowered operations: 50%
- Community and corporate involvement: 27%

The flexibility it offers also helps boost productivity and work-life balance, further spurring this shift.

Invest in: Creating a flexible and effective working environment

Current progress: 72% of companies say they will respond to COVID-19 with better resilience and agility

2. Talent planning

Hiring to accomplish workforce goals alone is not enough. Companies should think about three steps:

1 Recruit well
Assess your company's values and mission, and keep an eye on diversity and inclusion while hiring

Gender diversity initiatives...
- 57% Improve business outcomes (agree)
- 60% Increase profits and productivity
- 57% Increase talent attraction/retention
- 54% Bring greater creativity, innovation and openness

2 Retain talent
Focus on building your employees' skills and boosting their workplace learning

3 Stay adaptable
Leverage alternative models, such as the gig economy, at the right time and price

How likely are companies to financially perform above median? (2017 national)

Invest in: The digital journey of your workforce, from tools to software and more

Current progress: 55% of CFOs feel confident in their company's ability to retain critical talent

3. Learning & innovation

In the future, digital and human skills will be in high demand.

Automation risks and the skills gap
- 14% Of jobs are at high risk of automation
- 32% Of jobs could be radically transformed
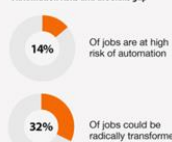
Many adults do not have the right skills for the new jobs
6 out of 10 adults lack basic information and communication technology skills or have no computer experience

To keep up with these trends, upskilling—from digital literacy to critical thinking—will be of the essence.

It requires both an individual and an organizational commitment for the fullest impact on the workforce.

Invest in: A culture of learning, continuous upskilling, and workforce digitization

Current progress: 45% of CFOs feel very confident in their company's ability to build skills for the future

4. Employee experience

Employees see their work as more than a "9 to 5"—they seek meaningful work, relationships, and experiences.

- 7/10 workers would consider an offer for a more fulfilling job
- 1/3 workers would consider lower pay

To that effect, there is a renewed spotlight on supporting individual needs and well-being.

There are tangible benefits to an engaged workforce:
- -41% absenteeism
- -24 to -59% turnover
- +20% sales
- +17% productivity
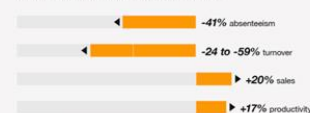
Invest in: Building an engaged workforce by clarifying expectations and promoting positive relationships

Current progress: 51% of CFOs feel confident in their company's ability to manage employee well-being and morale

5. Work environment

Globally, flexible working is an essential part of the new normal.

Business drivers:
- 79% Flexible workspaces play a role in business' success
- 89% Businesses can become more productive thanks to flexible working
- 65% Businesses are introducing flexible working to reduce capital/operating expenses

Companies need to consider reconfiguring the physical office and remote work capabilities.

Invest in: Supporting employees to work from wherever they want, whenever they want

Current progress: 72% of CFOs believe that work flexibility will make the company better in the long run
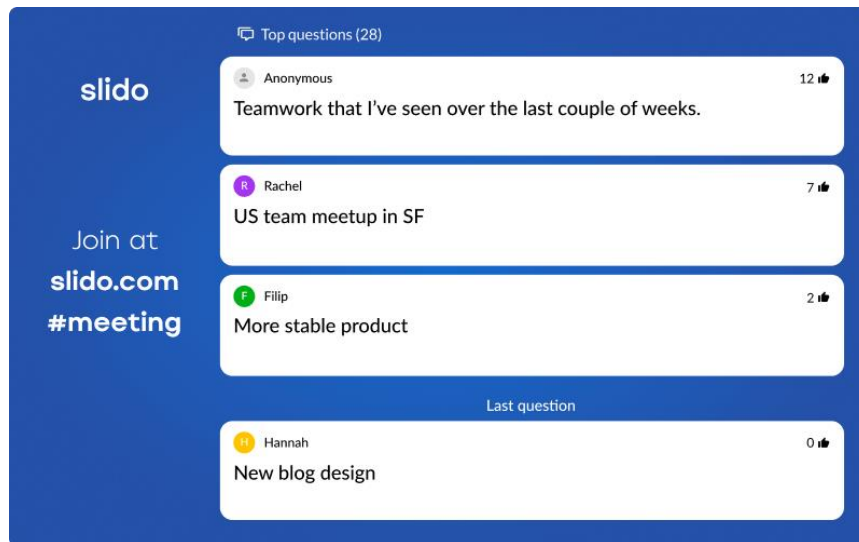
Avoid Ignoring what your people need to thrive during significant change

Avoid Confusing hours in the office with productivity

Avoid Ignoring a holistic view of the employee experience

Avoid Hiring with a short-term mindset

Avoid Dropping the ball on digital learning—it is never "done"

Giveaway time!

Tools for today

Go to **slido.com** and join with **#97198**

Or use your phone to scan this QR code
(on iPhone, default Camera app would do the work)

Agenda:

1. What does **hybrid** mean
2. Remote-first work Nirvana
3. Start with an **audit**
4. **Company culture**
5. **Communication**
6. **Leaders**
7. Let's do it!

95% of respondents who had the opportunity to work remotely said the experience was positive or very positive.

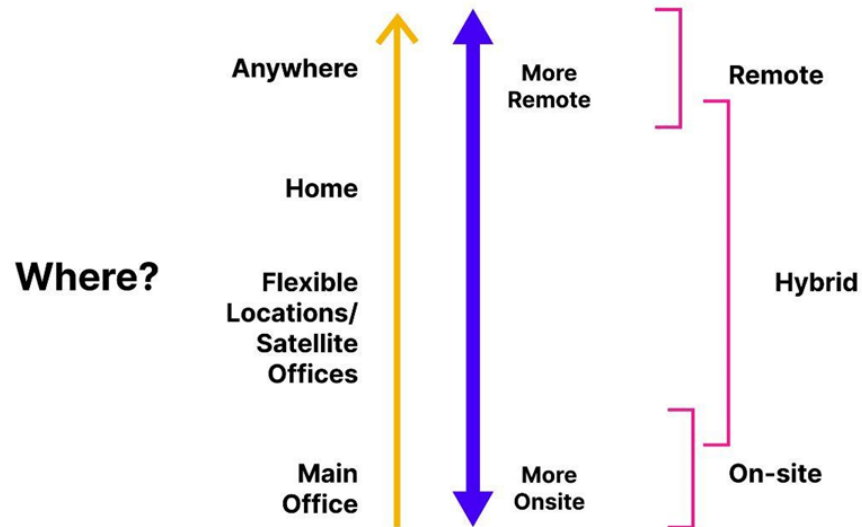**85%** of companies say that switching to remote work has increased their productivity.

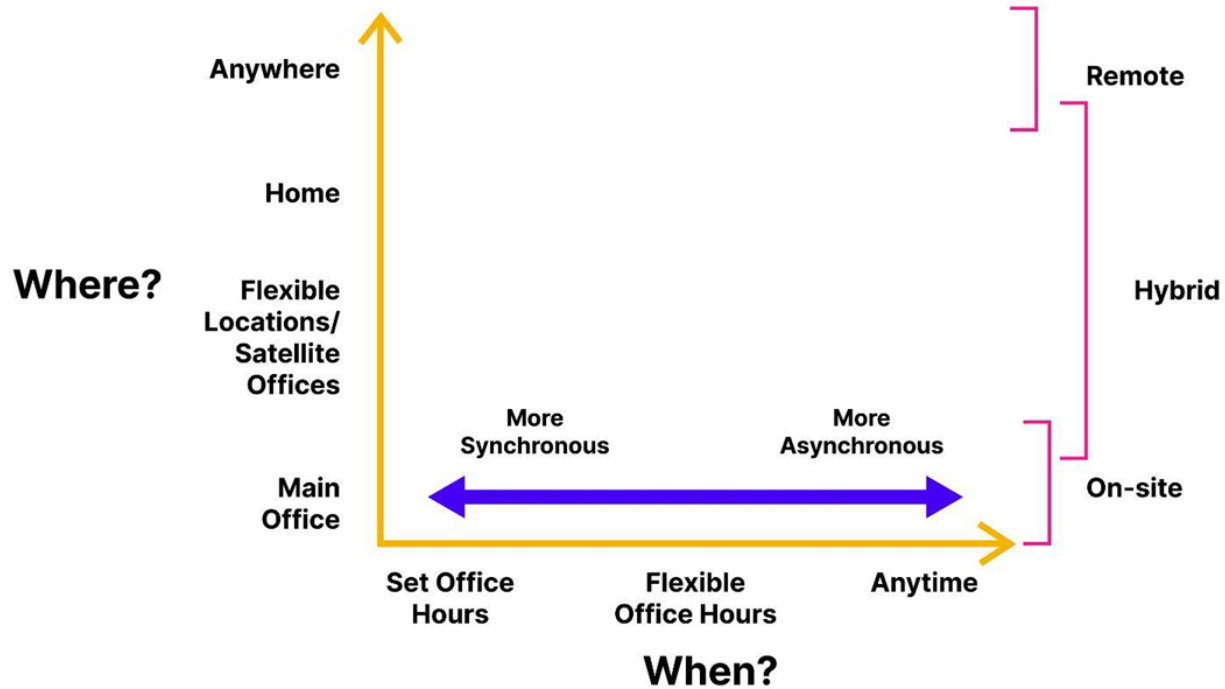# The hybrid future of work is inevitable.

94% of employees are interested in an ongoing ability to **mix remote & office work**.

What does **HYBRID** actually mean?

What does **HYBRID** actually mean?

slido

What is the biggest benefit that you see from hybrid work?

ⓘ Start presenting to display the poll results on this slide.

What's the biggest benefit you see to working remotely?

Ability to spend time with family
11%

Ability to work from home
7%

Not having to commute
21%

Other
3%

Flexibility to work from anywhere
26%

Ability to have a flexible schedule
32%
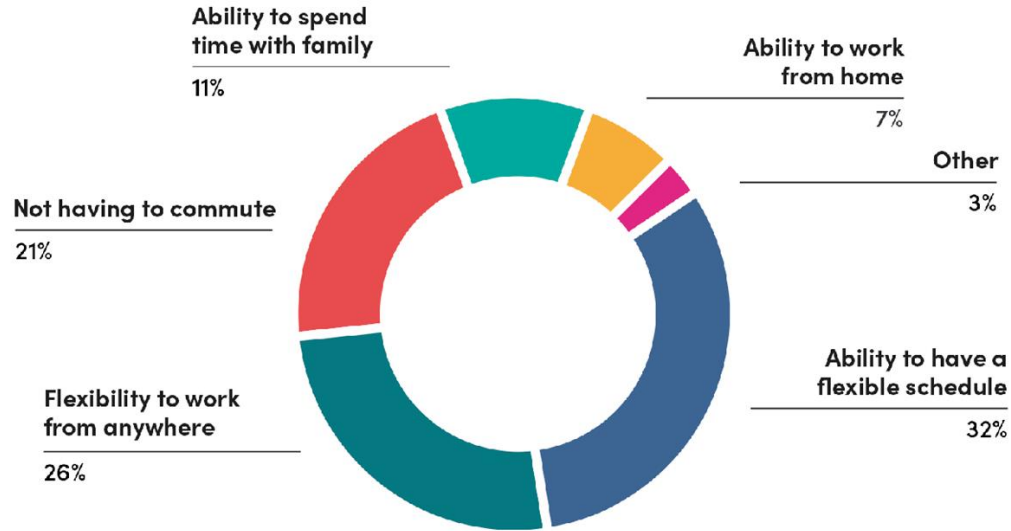
State of Remote Report 2020
buffer.com/state-of-remote-2020

Hybrid work = **remote-first**

Let's look at the hybrid model of work as seen by:

Company 👀	Manager 👀	Employee 👀

I NEED AN ANSWER NOW.

Let's look at the hybrid model of work as seen by:

Company 👀	Manager 👀	Employee 👀
Increased employee retention	Cultural diversity within the team	Flexible working time
Boost of employee efficiency	More efficient and effective team work	Maintaining a work-life balance
Reducing the cost of running the business	Access to a wider talent pool	Saving time on commuting

Challenges of working in a hybrid model for:

Company 👀	Manager 👀	Employee 👀

Challenges of working in a hybrid model for:

Company 👀	Manager 👀	Employee 👀
Dependency on technology	Building a team at a distance	The risk of occupational burnout
New office setup	The need for absolutely perfect organization of work	A sense of isolation, fomo
Changes in documentation and company policy	No constant contact with team members	Blurring boundaries between work and private time

Remote
- How

HYBRID NIRVANA

INTRO

NIRVANA
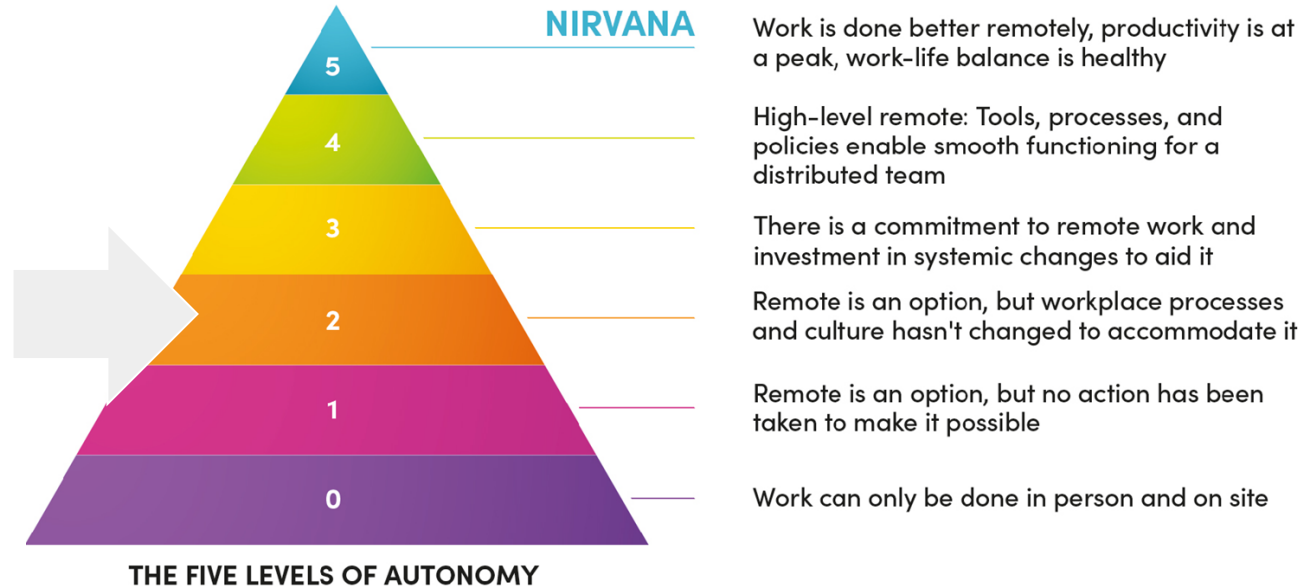
5 — Work is done better remotely, productivity is at a peak, work-life balance is healthy

4 — High-level remote: Tools, processes, and policies enable smooth functioning for a distributed team

3 — There is a commitment to remote work and investment in systemic changes to aid it

2 — Remote is an option, but workplace processes and culture hasn't changed to accommodate it

1 — Remote is an option, but no action has been taken to make it possible

0 — Work can only be done in person and on site

THE FIVE LEVELS OF AUTONOMY

Source: Matt Mullenweg, "Distributed Work's Five Levels of Autonomy"
https://ma.tt/2020/04/five-levels-of-autonomy/

Most companies are on level #2

NIRVANA

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On which level of Matt Mullenweg's pyramid are you with your team?

ⓘ Start presenting to display the poll results on this slide.

We need to change a lot to achieve the remote Nirvana

REMOTE AND HYBRID WORK AUDIT:

WHAT TO LOOK FOR AND HOW

Remote - How

Why does an audit make sense?

1. Get a comprehensive understanding of the **current remote / hybrid work** situation, employee experience in the field and identify areas for improvement.

2. Turn company employee data into **actionable insights.**

3. Create a plan to improve your **remote / hybrid setup.**
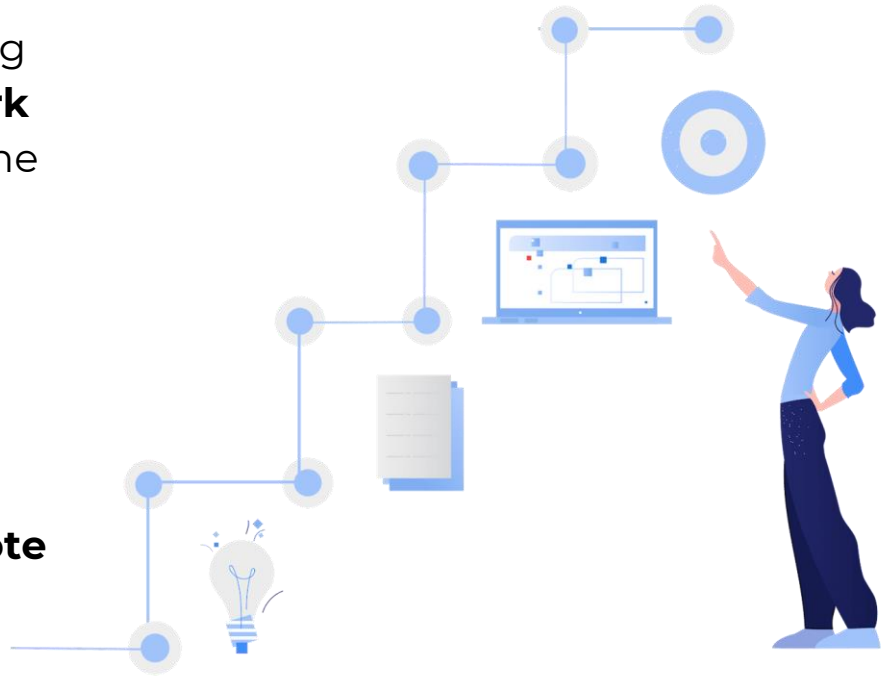
Define audit areas

Audit area	Details
Remote Readiness	Remote strategy, current situation & conclusions, expectations vs reality
Culture & Values	Company culture, co-workers' relations
Satisfaction & Well-being	Job satisfaction, socio-emotional well-being
Worg Organization	Flexibility and ergonomics, indicators of productivity and efficiency
Communication	Direct communication, meeting habits, information flow
Leadership	The role of managers, team expectations, struggles and fears
Knowledge & Self- development	Knowledge management, employee development expectations
HR Policies	Hiring, onboarding, career development

How does the process look like?

1. EVALUATION OF REMOTE WORK

Conduct short, anonymous surveys with your employees.

2. INTERVIEWS WITH THE TEAM

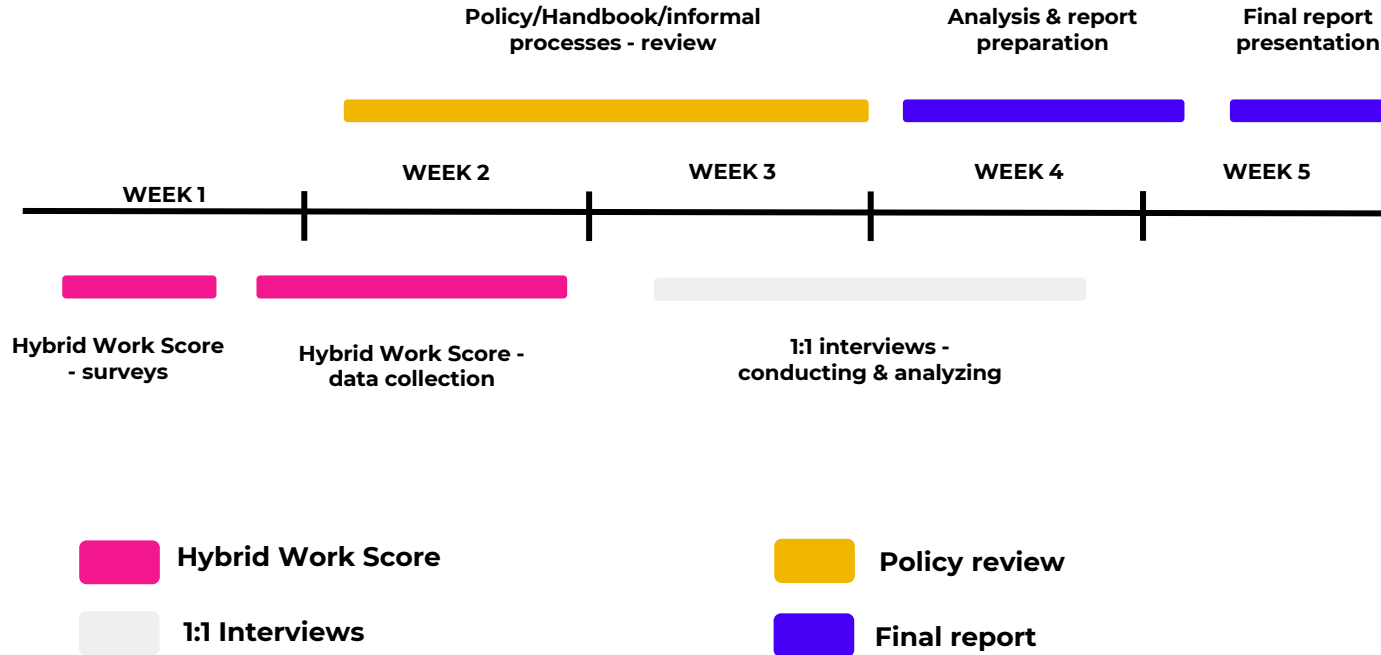Conduct 1: 1 conversations with selected team members.

3. REMOTE POLICY AUDIT

Analyze the current rules of remote work.

4. SUMMARY & RECOMMENDATIONS

Create a detailed report with recommendations.

Audit timeline

Policy/Handbook/informal
processes - review

Analysis & report
preparation

Final report
presentation

WEEK 1   WEEK 2   WEEK 3   WEEK 4   WEEK 5

Hybrid Work Score
- surveys

Hybrid Work Score -
data collection

1:1 interviews -
conducting & analyzing

Hybrid Work Score

1:1 Interviews

Policy review

Final report

HYBRID NIRVANA

COMPANY CULTURE

"Culture eats strategy for breakfast"

- Peter Drucker, Management Guru

Company Culture - V1

Company culture is **"the way we do our work"**

(Deal & Kennedy, 2000).

Company Culture - V2

Culture also includes the organization's **vision, values, norms, systems, symbols, language, assumptions, beliefs**, and **habits**.

(Needle, 2004).

Company culture in a hybrid work environment

Working in a team that operates in a distributed model, it is much more difficult to see the **invisible elements of culture in the aspect of virtual work.** That is why it is so crucial to define and understand them very well.

Company culture

The company culture in a virtual environment should be people-centric and based on:

- **Trust**

Company culture

The company culture in a virtual environment should be people-centric and based on:

- Trust
- **Transparency**

Company culture

The company culture in a virtual environment should be people-centric and based on:

- Trust
- Transparency
- **Partnership**

Company culture

The company culture in a virtual environment should be people-centric and based on:

- Trust
- Transparency
- Partnership
- **Responsibility for work**

Company culture

The company culture in a virtual environment should be people-centric and based on:

- Trust
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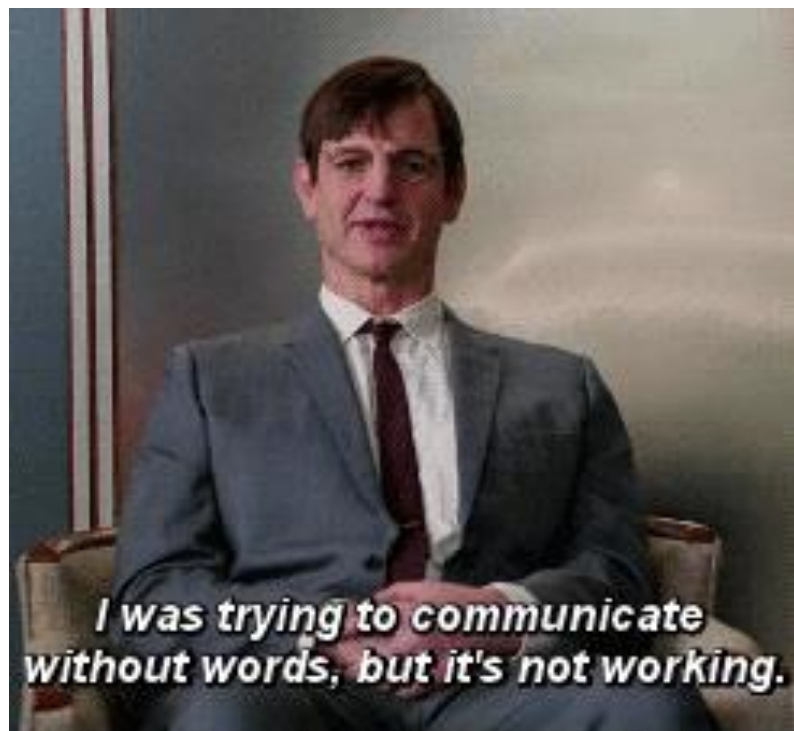- Responsibility for work
- **Clear tasks**

How to kick off?

In order to successfully face these challenges,

the most important areas for change are

communication and **work organization.**

And it's on the shoulders of **leaders.**

I was trying to communicate without words, but it's not working.

Synchronous communication - when two or more people exchange information **in real time.** In an office space, most of the daily communication takes place this way. People expect real-time responses through a face-to-face conversation.

Asynchronous communication - when messages are delivered, but can be answered within a fixed time according to internal communication policy. There are no distractions and **no immediate response is expected.**

What to do sync vs async?

USE ASYNCHRONOUS FOR …	USE SYNCHRONOUS FOR …
Whenever possible!	1:1 meetings
Check-ins or updates	Critical and direct feedback
Group feedback/praise	Tough news (e.g. layoffs)
Non-critical all-hands "meetings"	In general, whenever "ego" is in-volved or when you have to read between the lines

Source: Remote-how Academy

The synchronous-only communication model does NOT work in a distributed environment for several reasons:

- **It's very ad hoc**
  - has a negative impact on the effectiveness of the performance.
  - reduces the productivity of individual employees.
  - causes stress and negatively affects employees mental health.
- **It's mostly in oral form, not a written one**
  - limits the transparency of communication.
  - disturbs the flow of information.

We turn the way we worked before upside down

1. **Write more**, speak less.

We turn the way we worked before upside down

1. **Write more**, speak less.

2. **Transparent**, not in private chats.

We turn the way we worked before upside down

1. **Write more**, speak less.

2. **Transparent**, not in private chats.

3. **Simple messages**, avoid complications.

Keep it short and simple, but also polite 😉

SKIP THIS
Please do not hesitate to contact me if you have any questions or concerns.
I hate to bother you with such minor issues, but if you have a moment could you please help me with the report?
In the event you cannot make the scheduled meeting time, please take a moment to suggest an alternative day for connecting.
At the conclusion of the meeting, the consensus seemed to be that Jane would compile a final document for the project. Is that an accurate summary of what happened?

SAY THIS INSTEAD
E-mail me with any questions.
Sorry, can you help me?
If you can't make it, suggest a new time.
We agreed Jane would write the project report. Is that correct?

THIS ENTIRE MEETING COULD HAVE BEEN AN EMAIL!!!

According to the MIT survey, managers who manage teams or projects

throughout their careers spend 22 years at meetings (!!!), seven of them on

meaningless conversations, meaningless presentations and office gossip.

Your time is valuable

ELON MUSK advises his employees to "leave or log out of the meeting as soon as they feel that nothing is coming of it"[38].

Golden meetings rules:

- **Why** do we meet
- Long live **agendas**
- Appoint the **moderator**
- **Relax** the atmosphere
- Remember about the **summary**

Amazon's Founder Jeff Bezos told his team to **forget about PowerPoint and read special long and detailed memos before the meetings** to get everyone on the same page.

"Life-hacks" for meetings:

- When you do not need to make notes or observe the presented material on the computer screen, introduce **the principle of audio meetings** - so that you can do walking meetings.

- Choose at least **one meeting a day** during which you can do private things (washing, dishes, going out with the dog, shopping).

- **Rotate responsibility for taking meeting notes** among all members of your team.

Hybrid work requires redefining management completely

Manager **of the past**	**Mentor** of the future
Controlling	**Trust as the basis of any cooperation**

"**Employees trust robots more than their managers** –

according to the study led by Oracle and Future Workplace it was

declared by as many as 64% of respondents. "

Source: "Remote Work is the Way" by Iwo Szapar

Hybrid work requires redefining management completely

Manager **of the past**	Mentor **of the future**
Controlling	**Trust as the basis of any cooperation**
Micromanagement	**Setting clear goals and checking the results**

Employees at companies with a high trust culture were 50% more productive.

Hybrid work requires redefining management completely

Manager **of the past**	Mentor **of the future**
Controlling	**Trust as the basis of any cooperation**
Micromanagement	**Setting clear goals and checking the results**
Irrefutable decisions	**Transparency in all decisions and actions**

According to a Kelton Global survey,

87%

of employees say that they would like their future employer to be transparent about company actions and decisions.

Source: "Remote Work is the Way" by Iwo Szapar

Hybrid work requires redefining management completely

Manager **of the past**	Mentor **of the future**
Controlling	**Trust as the basis of any cooperation**
Micromanagement	**Setting clear goals and checking the results**
Irrefutable decisions	**Transparency in all decisions and actions**
Avoiding difficult conversations	**Radical Candor**
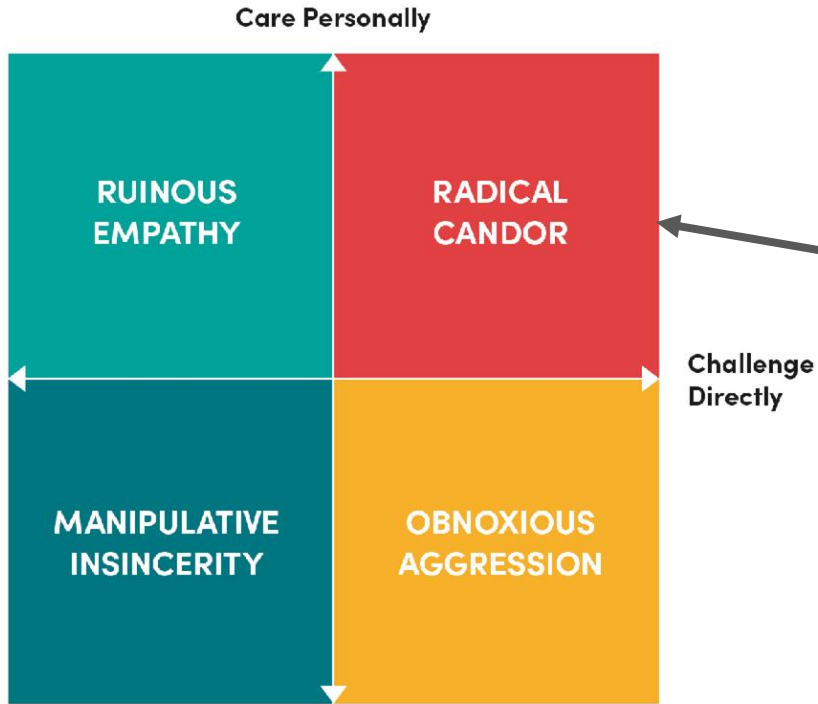
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Avoiding difficult conversations	**Radical Candor**
Fear - *Like a Boss*	**Empathy - *Like a Mentor***

Empathy - the ability to put yourself in the shoes of other people and share or understand their condition. Practically speaking, it boils down **mainly to... listening.**

As a leader, you need to be open to what team members have to say to you. Learn about their worries and find out what they fear and what upsets them. **Make them feel heard and aware that you take their opinions into account and value them.**

Now, LET'S DO IT!

HYBRID NIRVANA

CHECKLIST

To do list:

☑ **Audit**

- appoint a leader who is in power to execute actions

- define audit areas

- prepare surveys (anonymous vs. open)

- conduct individual interviews

To do list:

☑ **Company culture**

- Check out "expectations vs. reality " when it comes to company values

- Designate *Good Work Ambassadors*

- Help leaders create a strategy and plan team-building activities

To do list:

☑ **Work organization**

- Verify the current planning system (measure the amount of "ad hoc" tasks)

- Optimize the processes created for using remote work tools

- Create a sync and async communication policy

- Implement a unified way of documenting work (knowledge-base)

- Combine implemented policies with gamification to increase change adoption

To do list:

☑ **Leaders**

- Prepare them to manage a hybrid team: **group training**, **mentoring circles** and **1: 1 coaching**

- Support team building: online (e.g. virtual coffee breaks) and offline (e.g. integration meetings)

- Implement the principles of effective hybrid meetings

Giveaway time!

Pusheen.Tumblr