

A future of hybrid working: adapting to a long-term shift out of the office

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PANELLISTS



Webinar chair
Siobhan Benita
Former UK
senior civil servant



Anthony Gatt
Permanent Secretary,
Ministry for Energy,
Enterprise and
Sustainable Development,
Malta



Dominic Brankin
Director,
Workplace Services,
Government Property
Agency,
United Kingdom



Rupert Steptoe
UK&I Workforce
Advisory Leader,
EY



Dr Stian Christensen
Deputy Director,
Section for Organisational
Development,
Norwegian Ministry of
Foreign Affairs,
Norway

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Reimagining

Hybrid & Remote

Work

May 2021



Rupert Steptoe

rsteptoe@uk.ey.com



Hybrid work – Meta Work Archetypes and Employee Persona’s

5 work archetypes aligned to 3 employee persona’s – but be prepared to explore ‘messiness’

‘The Office’ is ‘work’, but more people do some ‘from home’, more regularly

Work as a Place



‘The Office’ is central to work and organisational effectiveness, with greater degrees, and different types, of remote work in place

Office as Anchor

‘The Office’ optimally connects different modes of work, and employee segments, to each other

Office as Connector



‘The Office’ is not central to work, but is a the centre of organisational development and regularly draws people together

Office as Magnet

‘The Office’ is not an important part of work. Space is fluid and virtual effectiveness is everything

Work as an Activity



Entirely On-Premises

Entirely Off-Premises

Office Optimised

Unlikely to quit if flexibility not accommodated, have doubts about remote productivity measurement and culture, and expect around 1 day WFH

Hybrid Hopeful

Unlikely to quit if flexibility not accommodated, are positive about productivity and culture lessons and expect 2-3 days WFH

Remote Ready

Likely to quit if flexibility not accommodated, are very positive about productivity and culture opportunities and expect 3-5 days WFH

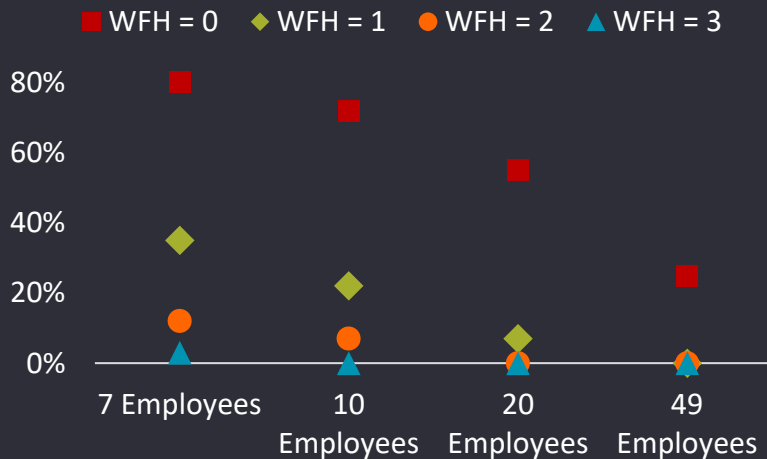
Productive Co-location

Location and Time: Individual vs team choices and demand management

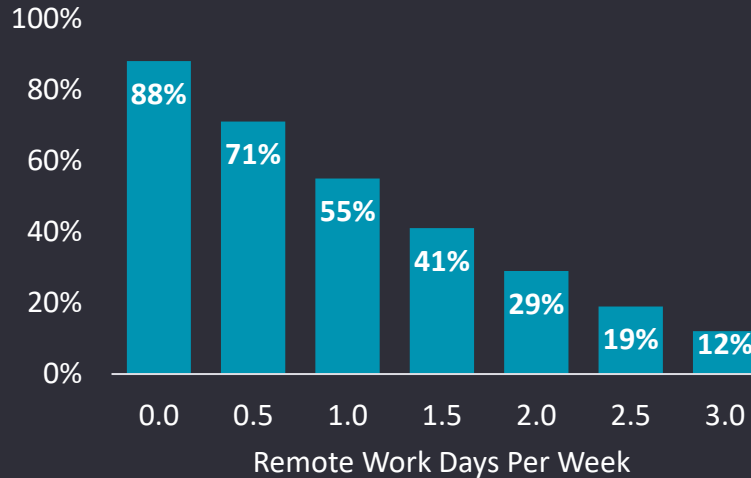
'Location' is not the only important factor to consider. 'Time' is equally important (synchronous and asynchronous) and is an important flex mechanism when location-flex isn't an option.

Individual timing choices, even when exercised within guard rails, create complex orchestration challenges to ensure face-to-face interactions and team work are not decimated

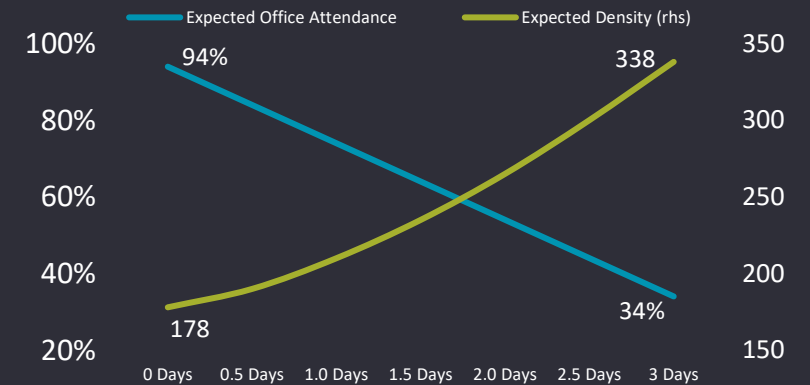
CHANCE OF 50% OF A TEAM IN THE OFFICE TOGETHER



CHANCE OF EMPLOYEE A & B BOTH BEING IN THE OFFICE



HQX: EXPECTED ATTENDANCE & DENSITY BY NUMBER OF REMOTE WORKDAYS



Source: George Washington University; Cushman & Wakefield Research