

As some employees continue to work from home and others venture back into the office, a new work setting emerges: the HybridHQ, more commonly known as the hybrid workplace. Hybrid work calls for an intentional transformation strategy. Like any transformation, you'll need clarity on purpose and priorities that balance customer, workforce, and operational needs. As you're devising your strategy, it's worth noting a few key trends on the state of work today. **Are you ready to transform your corporate headquarters into a HybridHQ?**

## A WORKFORCE ON THE MOVE

Today's employees are more mobile than ever before, with access to new career opportunities no matter where they choose to live. While business leaders must be prepared to handle increased employee turnover, they have some upside, too: access to a diverse set of top talent, free of geographic constraints.



**46%** of employees plan to move to a new location this year.<sup>1</sup>



About **4 IN 10** employees are thinking about moving to a new job this year.<sup>2</sup>

An organization **would risk losing up to 39%** of its workforce if it were to go back to a fully on-site arrangement.<sup>4</sup>

Compared to office-centric work design, a human-centric work design **reduces fatigue** by 44 percentage points, **increases intent to stay** by 45 percentage points and **boosts performance** by 28 percentage points.<sup>5</sup>



## FLEXIBILITY IS THE NAME OF THE GAME

As employees continue to make moves in their careers, flexible working options will be the cost of entry for employers vying for top talent. **According to Gartner, 75% of remote or hybrid employees agree their expectations for working flexibly have increased.**<sup>3</sup> This flexibility benefits the bottom line, too: a hybrid working arrangement—one designed around employee needs—is shown to improve performance.

## THERE'S NO GOING BACK—ONLY FORWARD

Culture connects employees from the corner office to the home office. It guides how people think, collaborate, and are rewarded in the HybridHQ. Leaders have an opportunity to be intentional about the aspects of culture they'll adapt to create an inclusive, productive, and transformation-ready culture.

Among the challenges of managing a hybrid workforce,



**30%** of business leaders are most concerned with **maintaining corporate culture.**<sup>6</sup>



**13%** of respondents reported concern over **creating parity between the remote and in-office experience.**<sup>7</sup>

### 01 THINK SEQUENTIALLY.

Start at the highest level with your organizational strategy and goals. From there, identify the workforce skills and roles you need to deliver on your strategy in both remote and on-site settings. Finally, consider what all this means for the workspace—what are the environments, office locations, collaboration tools, etc. that will best support those workers based on where they choose to work and what they need to achieve their business goals?

### 02 LEAD WITH EMPATHY.

The hybrid workplace is an opportunity to differentiate on employee experience and retain top talent—all while building the flexibility to navigate near-term uncertainty. Use design-thinking techniques, including empathy and iteration, to develop an adaptive, people-centric hybrid work strategy. In practicing empathy, collect feedback on how employees want to work, recognizing the needs and challenges of different groups. These insights can help you pinpoint the root causes of problems and prototype solutions that address them. The key here is progress over perfection: focus first on getting the basics of your hybrid work strategy right. Then, establish processes to monitor employee feedback. Iterate regularly in response to their input and any changes in the external environment (e.g., public health policies).

### 03 EQUIP MANAGERS FOR A HYBRID SETTING.

Equip middle managers to lead high-performing, hybrid teams. This will be critical, no matter where your strategy ultimately points you. Use this time to upskill and reskill managers to coach, motivate, and engage employees from the office breakroom to the kitchen table. Similarly, I&D dialogue is no longer the domain of HR alone. Prepare your managers to have sensitive conversations about societal issues that may be impacting employees personally.

## TAKING ACTION

**Venture into the world of hybrid work with a few fundamental steps.**

## GET IN TOUCH



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1 "The Next Great Disruption is Hybrid Work – Are We Ready?" Microsoft, March 22, 2021.  
2 "The Next Great Disruption is Hybrid Work – Are We Ready?" Microsoft, March 22, 2021.  
3 Gartner "Redesigning Work for the Hybrid World: Opportunities for Knowledge Workers," Human Resources Research Team, June 21, 2021.  
4 Gartner "Redesigning Work for the Hybrid World: Opportunities for Knowledge Workers," Human Resources Research Team, June 21, 2021.  
5 Gartner "Redesigning Work for the Hybrid World: Opportunities for Knowledge Workers," Human Resources Research Team, June 21, 2021.  
6 Gartner Press Release, "Gartner Survey Reveals 82% of Company Leaders Plan to Allow Employees to Work Remotely Some of the Time," July 14, 2020.  
7 Gartner Press Release, "Gartner Survey Reveals 82% of Company Leaders Plan to Allow Employees to Work Remotely Some of the Time," July 14, 2020.