

# Hybrid Working is a genuine challenge for most organisations. However, small changes can achieve maximum productivity.

**Issue** The pandemic has created a monster in the eyes of many business leaders. The period spent working from home has led to a battle in many places between leaders, who want people back in the office full-time, and team members, who want to spend at least some of the time working from home. Questions around productivity, delivery and trust abound, making huge headaches for a lot of SMEs.

**Complication** However, the Hybrid Working model should create the best of both worlds. When people work in the office, catching up with colleagues and having ready access to managers has great value. However, it comes at the cost of expensive and time-swallowing commutes and endless distractions. Time spent at home is time to focus without interruptions, time and money saved travelling, and the comfort of our own spaces. However, it can come at the cost of broken links with colleagues, missed opportunities for informal catch-ups and, if we're being very honest, the leaders can no longer take comfort from looking out over the team and see everyone working at their desks.

To make it work, businesses need to be geared up properly. Certain practices need to be adopted to ensure that the Hybrid Model enables *maximum* productivity in a business. Having worked together to get different businesses in and out of the pandemic, across multiple locations, Jenefer and Heather know how to set up the Hybrid Model for success.

**Our solution** We will review your current practices, including feedback models (appraisals), diary usage, video-call practices and the ways in which people collaborate. We will then outline any changes that we recommend. We can also train staff on expected levels of engagement and help managers to tackle anyone who is letting the side down. We are entirely pragmatic; we won't suggest anything for the sake of changing something.

**A well-formed Hybrid Working Model should drive up performance higher than pre-pandemic levels, rather than let it slide.**

## 85% of bosses are concerned that Hybrid Working doesn't work. We can see why. Here are the challenges, with some solutions.

| Challenge  | Focus                                | Intervention  |
|--|--------------------------------------|---|
| Are they actually working, if I can't see them doing it?   | Lack of visibility                   | Deliverables and expectations of quality must not drop in the hybrid model; they just need to be measured differently.  |
| I just wanted to speak to them quickly, and half of them were at home.   | Lack of availability                 | Having a well-managed diary was the key to success in the old world, but many stuck with "ad hoc". A meeting in a diary is a meeting for which people have prepared, so much more is achieved.                                    |
| This is the third deadline she's missed and I don't know why. Is she idle at home?                                   | Lack of communication                | Previously we could see if someone was under the cosh. Now it needs to be communicated – in both directions!  |
| OK, he's doing what I ask, but could he be doing more if he was in the office?                                       | Lack of measurement                  | Work just happened previously, but it is so much better for it to be paced thoughtfully. People can and do still work under the cosh at home when needed!   |
| We had an impromptu meeting; it's his fault she wasn't in the office that day.                                       | Decreased problem solving capability | Organised meetings with agendas, however short, are always more effective than just grabbing people willy nilly. Everyone can give the meeting their full attention.  |
| Normally he'd "just know" that I'm unhappy. Now I've got to tell him directly!!!                                     | Lack of feedback mechanisms          | Actually, we know that often people don't "just know", so bosses end up having to light rockets. Feedback given well is feedback that gets results without the stress.  |
| She's asked for a promotion, but how do I really know if she's up to standard? I don't know if she's really engaged. | All of the above!                    | The people you want to promote manage their time well, deliver their work on time, to the desired standard, and don't make mistakes due to stress. In a well-managed Hybrid Model, you'll have no trouble identifying your stars. |

# We will take any processes you have in place already and enable you to adapt them to make Hybrid work for you.

*Intro + HR Review + Proposal = £1,500 (+ VAT) and travel expenses*

*Programme costs vary based on size of organisation and number of interventions agreed.*

*Any further work resulting from the Follow-up will be renegotiated.*

## Introduction

We meet business leaders to understand their perceived challenges around people working from home.

## HR Review

We spend time with anyone responsible for HR to understand the culture of the business, the functions of the different teams and the feedback processes already in place.

## Proposal

We present our suggested changes to business leaders and HR. This will include outlines of interventions that we can make in order to make Hybrid work in your setting. At this point we agree next steps.

## Intervention

Most organisations will benefit from some training in the tools required to make Hybrid a success. While this will be tailored to each organisation, it can include:

- Providing feedback
- Diary management
- Focused working
- Running successful online meetings
- Self-motivation

## Follow-up

We don't believe in dropping in and then running off afterwards. This programme can either include ongoing consultancy for an arranged fee, or a three- or six-month review of success.