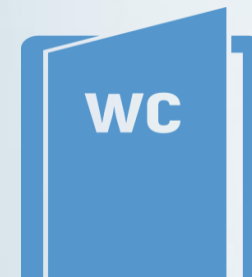


Hybrid Working

The individual influence on the success of hybrid working

Overview

- Hybrid working stats
- How work is viewed post-covid
- Social capital
- EDI and hybrid working
- Networking



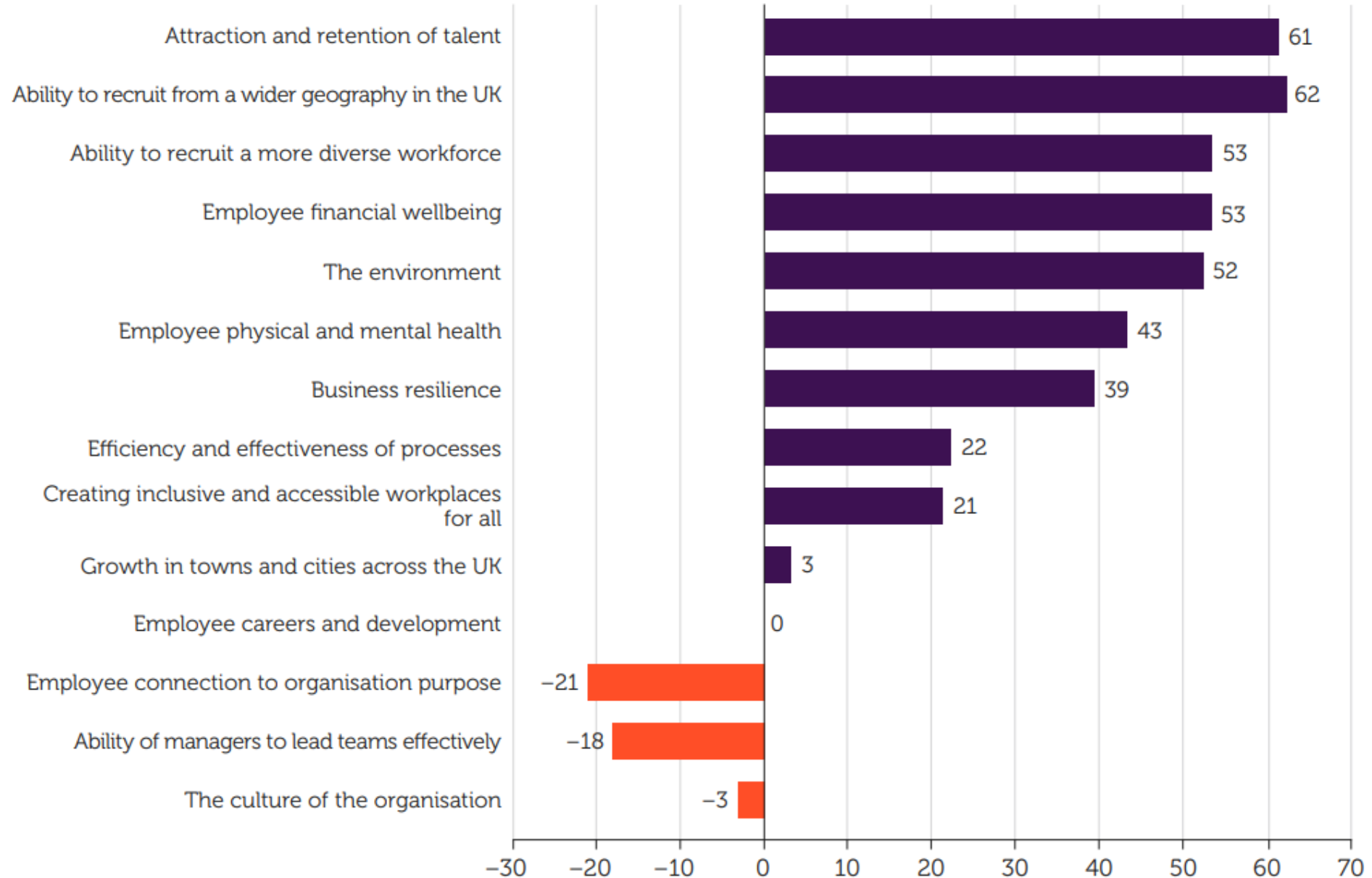
Hybrid working in 2023

- 83% of organisations have hybrid working in place (up from 77% in 2022)
- 45% have formal policies in place
- 35% require 2 days per week / 33% require 3 days a week
- 20% of organisations intend to invest more in hybrid working in the next 12 months: collaborative spaces, technology, line manager training

CIPD, 'Flexible and Hybrid Working Practices in 2023'

Figure 6: Wider impact of hybrid working

(net score taking negative impact away from positive impact)



Base: n=1,698.

Disadvantages Of Working From Home

Negative aspects of home working according to employees

Aspect	▼ Employees Affected
Harder to work with others	48%
No disadvantages	31%
More distractions	26%
Reduced wellbeing	19%
Harder to think of new ideas	15%
Other, please specify	10%
Reduced work life balance	9%
Slower to complete work	9%
Fewer job opportunities	5%

Hybrid working in 2023

WE



I



WE/I

Pre-pandemic

During

Post-pandemic

5 days a week in office

Synchronous working

Sense of Team

What do I need?

What does my family need?

What do I need to do to get through this?

Hybrid – 2/3 days

Asynchronous working

Sense of Team - changed

Social Capital

Social Capital

- Concerned with the link between the ‘social’ and the ‘economic’
- How our interactions with others bring value

Business

“This is the combined value of people, their networks and their interactions.”

Individual

“The value of the relationships you hold with others.”

Social Capital



Social Capital: the value

<https://www.betterup.com/blog/social-capital>

Formed through relationships, social networks enable businesses

to function effectively

For businesses, social capital...

- helps achieve goals
- saves time, more efficient working
- prevents information silos
- Creates shared values and understanding (culture)



Social Capital: the value

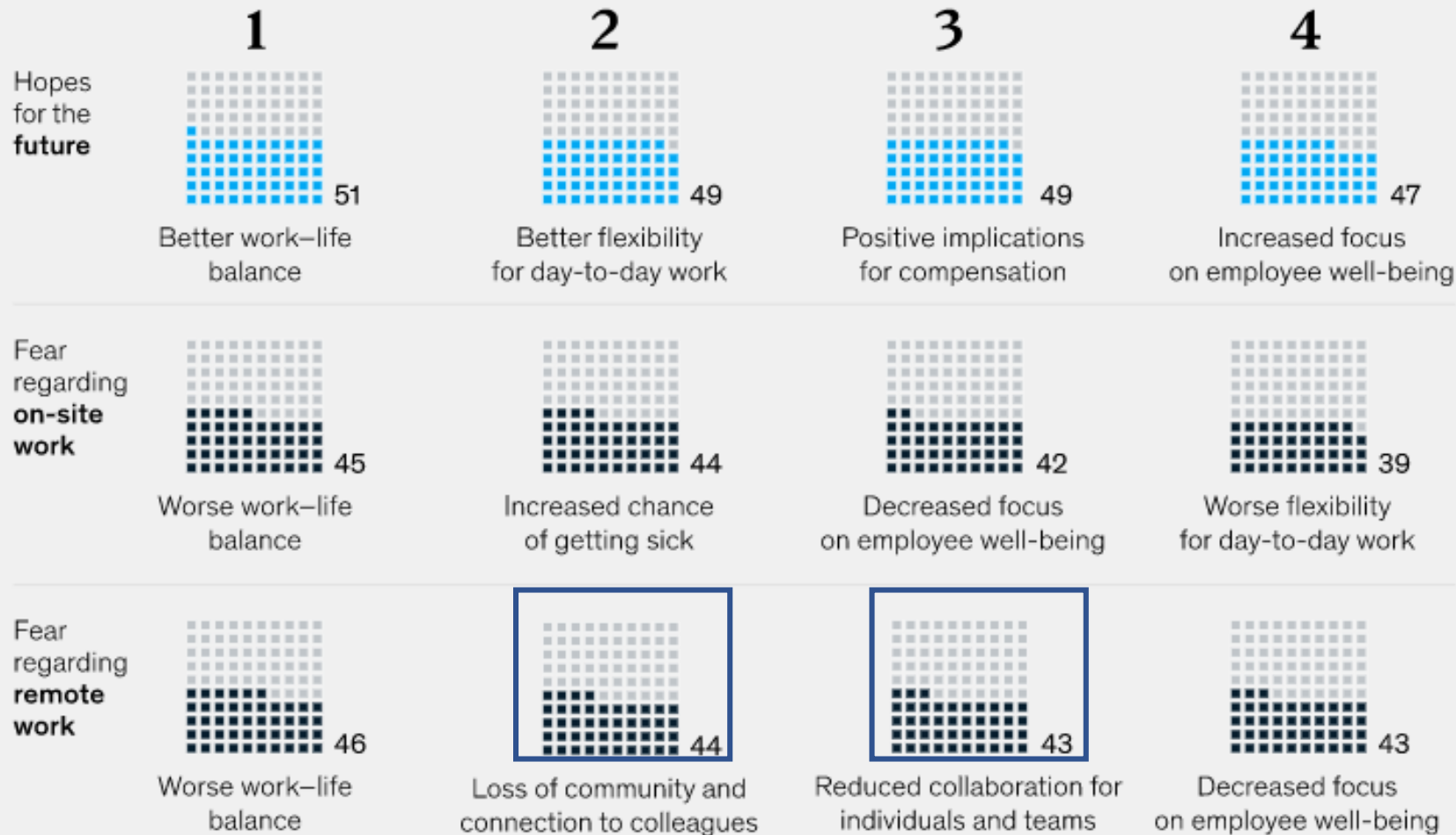
For the individual social capital...

- sense of belonging and community
- enables development
- builds confidence
- provides a wide access to resources, support and knowledge



What employees look for

Employees' top 4 hopes and fears, % survey participants



- Post-pandemic, most employees wanted to work from home three days a week
- More than 25% said that they would consider switching employers if their organisation returns to fully on-site work.
- Mental health is a top priority.
- Work-life balance is key.
- A clear vision and communication.

Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

Top tasks carried out better in person vs remote (Currys)

Tasks Done Better at Home Vs At The Office

Breakdown of which tasks are easier to perform in the office vs at home according to employees

Working Remotely

Concentration: 55%

Punctuality: 38%

Reading: 34%

Technical Tasks: 26%

Attendance: 26%

In the Office

Collaboration: 46%

Communication: 34%

Meeting: 32%

Practical Tasks: 26%

Presentations: 24%

Source: Currys • Embed

Social Capital: Individual actions

- Going into the office...to talk to people
- Engaging in small talk – virtually / in-person
- Supporting new employees: information, knowledge, introductions
- Training others
- Sharing ideas, helping other with theirs
- Introduce people
- Attending social events
- Arranging social events

Social Capital & EDI

Social Capital: EDI Considerations

Neuro-diverse needs

- May be reluctant to approach people they don't know
- May need support in making connections

Gender

- Women remain the predominant care-givers in society
- May not be able to join social activities, or may be in the office less

Part-time workers

- Will not be able to participate in all meetings and/or social activities
- Ensure important meetings/decisions and social activities consider p/t workers

Cultural backgrounds

- Some cultures are hierarchy-aware, meaning they may not introduce themselves
- Help people make connections (particularly if you are their manager / senior)

Social Capital: Summary

- As individuals, if you are feeling disconnected to your company or colleagues, do something to change that
- As a business, create opportunities for people to increase their social capital...but
- Be mindful of ensuring those things implemented are inclusive and not just increasing the social capital of the few..and
- Attend more IP Inclusive events!



Thank You

Links to references

- [CIPD. Flexible and Hybrid Working Practices 2023](#)
- [Forbes Advisor. Remote working statistics](#)
- [Currys. What works when working from home](#)
- [Economist Impact. How do we build social capital in a hybrid work place?](#)
- [McKinsey & Company. Network effects: How to rebuild social capital and improve corporate performance](#)