
The Joy of Hybrid: Secrets to Making a Remote Hybrid Office Work



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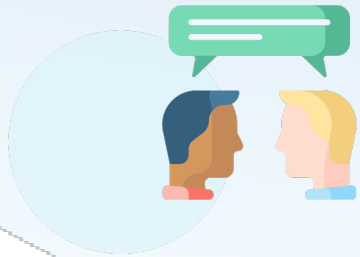
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Introductions



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We are here to...



**Set the Stage
for “Remote
Hybrid” Work**



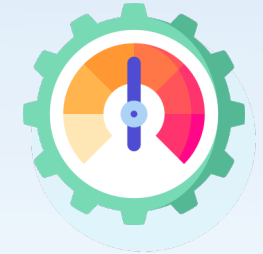
**Identify
Biggest Risks
with Remote
Offices**



**Learn the Secrets
to Setting a
Strong
Foundation for
Hybrid Work**



**Differentiate
“Equality” &
“Equity” to
ensure
Inclusivity**

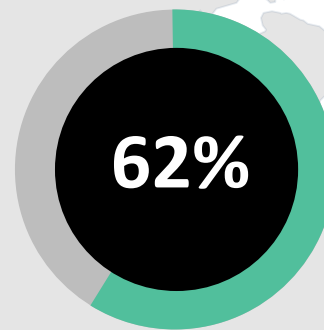
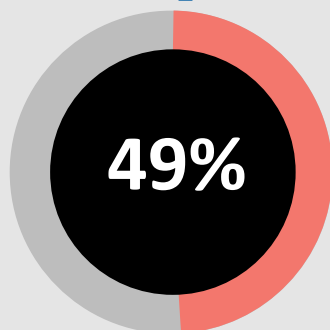


**Avoid Creating
“Us” vs. “Them”
Cultures**

What effect has remote work had on people's personal lives?



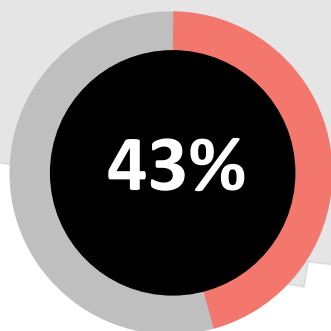
Improved live-in relationships



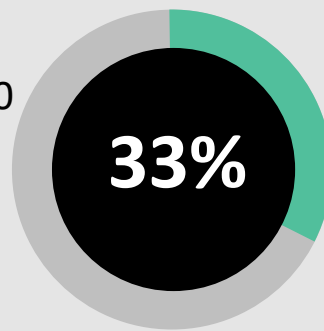
Improved relationships with children



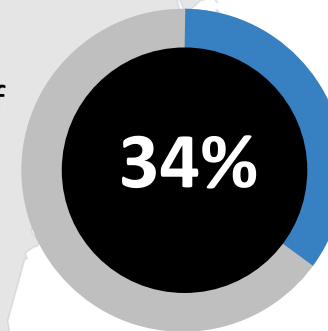
Improved work/life balance



Now start work 20 minutes after waking up



Likely to relocate if remote work becomes permanent

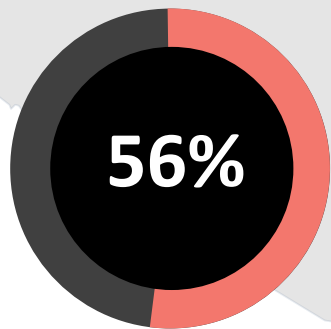
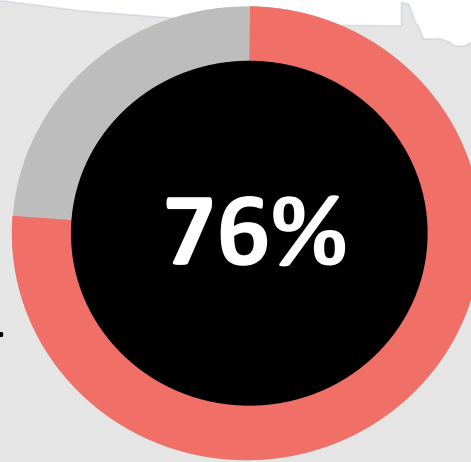


Survey Stats by Miro: A Year in Remote Work

The State of Remote Work

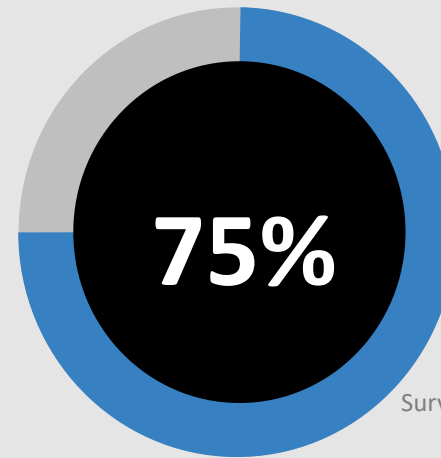
Survey Stat: The State of Association
Workplaces Post Pandemic

Planning on a new
remote-inclusive
way of working post-
pandemic



Miss engagement
experienced in the
office BUT only
32% want to go
back

Survey Stats by Miro: A Year in Remote Work



Workers are reporting
being able to maintain
or **improve** productivity
on their individual tasks

Survey Stat: Boston Consulting Group's Future of Work Survey

Today...

The promise of a hybrid workforce is great...



Greater Agility

70% of hybrid workers adapt the structure of meetings based on intended outcome...

...vs only 49% of on-site employees

Greater Psychological Safety

66% of hybrid workers feel comfortable taking risks

...vs only 47% of on-site employees

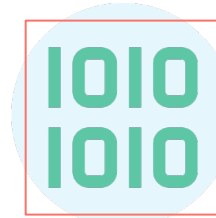
Greater Equity

69% of hybrid workers said colleagues respect their work preferences

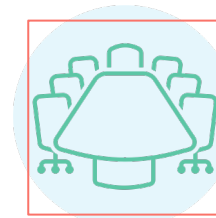
...vs only 54% of on-site teammates

...but there are many risks too.

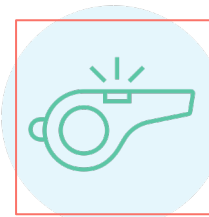
Biggest Risks for Hybrid Remote Offices



**Data/Cyber
Security**



**Business
Continuity**



**Whistleblower/
Employee Issues**



**Government
Agency
Challenges**



**"Us" vs "Them"
Culture**

Achurch: Remote Work Lessons Learned



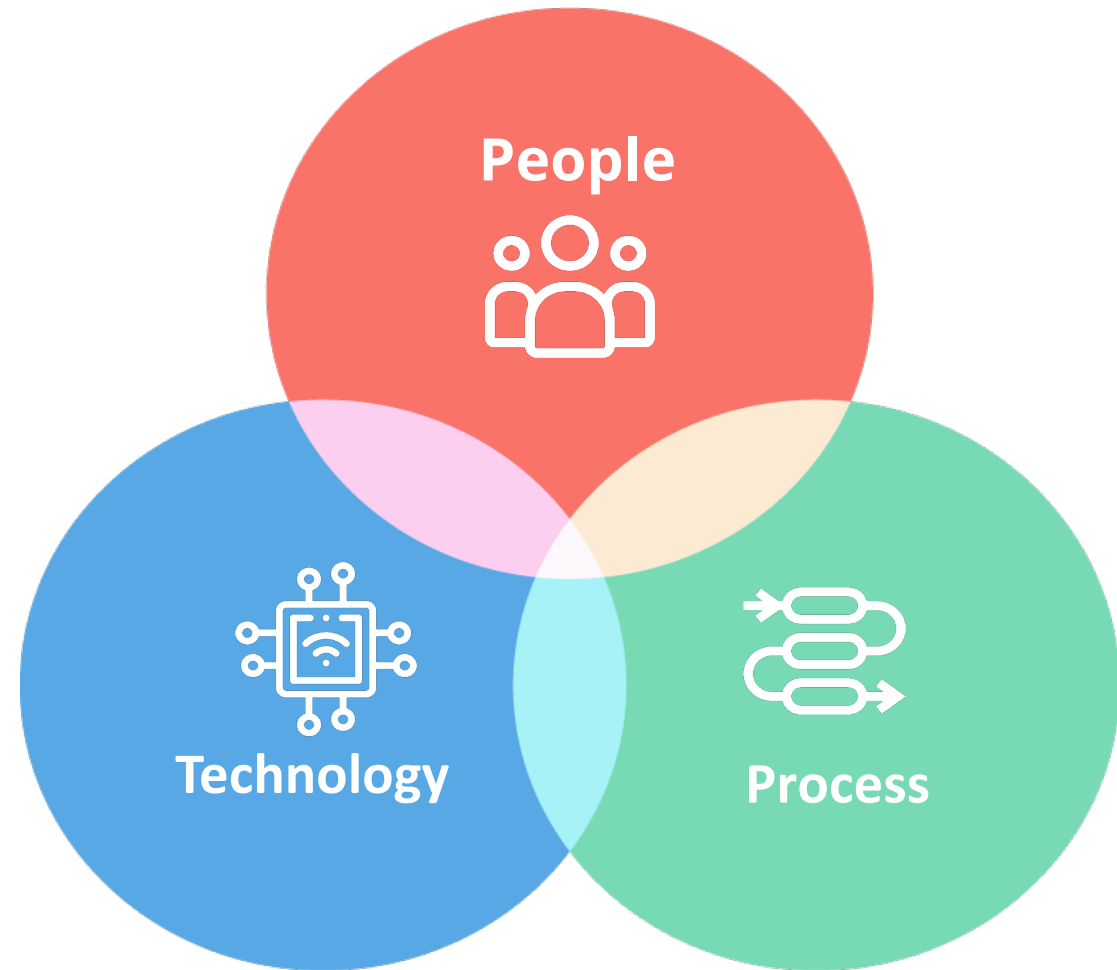
- ✓ Achurch has been a champion of remote work for several years – well before COVID
- ✓ We've worked with numerous organizations in thinking through, planning out & executing remote workforce transitions
- ✓ Our experience was born out of several forces taking shape in the modern workforce –
 - Expensive lease markets,
 - Strengthening digital economy,
 - Employee work/life balance needs, &
 - Shrinking local talent pools

Learned Several Lessons through our experience:

- 3 Critical Components to a Strong Remote Work Foundation
- 5 Essential Elements that drive a successful remote workforce
- 1 Big Secret to Finding the Joy in Hybrid



3 Critical Components to Establish a Strong Remote Work Foundation



5 Essential Elements™ to Optimize a Distributed Workforce



Communications



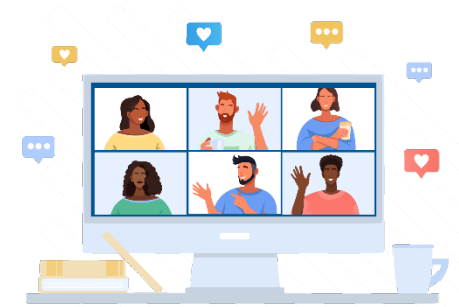
Operations



Employee Engagement



Manager Development



Culture

Finding the Joy in Hybrid isn't magical... it's intentional.



The secret to creating a successful hybrid remote work environment is to be intentional about each step of the process.

Communication Challenges in the Virtual Workplace



Communication



- ✓ Communication is key to
 - Being transparent
 - Sharing accurate information, and
 - Connecting with others
- ✓ Communicate clearly
- ✓ Host regular, live, meaningful meetings
- ✓ **Create channel protocols and use channel statuses**
- ✓ Be professional AND be human
 - Timely responses show presence, support & respect
 - Restrict communications to work hours
 - Celebrate wins, show empathy, use emojis

Create Protocols around Communication Channels

RESPONSE TIMES



Phone Calls - ASAP



Mobile Text Messages - ASAP



Chat (Slack, Asana, etc.) ASAP /2 hrs.



EXTERNAL Emails – **COB?**



Internal Emails - FYI

**“ON”
vs.
“OFF”
Hours**

Operations



- ✓ Transparent decision making
- ✓ Update policies to reflect working in a hybrid remote work environment
- ✓ **Be consistent, equitable and fair in “Remote Work Eligibility” determinations**
- ✓ Review job classifications (e.g. exempt vs. non-exempt) to ensure accuracy
- ✓ Review IT & Data Security protocols

“Equality” vs. “Equity”

Equality and Equity are not synonymous, nor do they serve the same purpose

- ✓ Equality is “[ensuring] that everyone gets the same things in order to enjoy full, healthy lives” – *Annie E. Casey Foundation*
 - ✓ The push for equality created equal access to the door for marginalized people to enter the workforce
- ✓ Equity acknowledges that every person has a *different starting line* and different set of circumstances that affect their ability to open or stay inside the door
 - ✓ Pandemic surfaced equity issues such as limited broadband access, childcare needs, disparate racial health impacts, & mental health concerns

Overall, organizations must recognize the equity issues within their workforce, and must intentionally work to level the playing field to ensure diverse and inclusive cultures.

Making “Remote Work Eligibility” Determinations

To fairly & equitably determine “Remote Work Eligibility”:

- ✓ Ask: “What positions are able to work remotely?”
- ✓ Use objective criteria to determine if a **JOB** is remote-eligible

BASE THE DECISION ON:

- ✓ Whether the job requires access to in-office equipment
- ✓ Whether job requirements can be met working remotely
- ✓ Whether the tools needed to fulfill the job can be accessed remotely

DO NOT BASE THE DECISION ON:

- ✗ The individual who has the job
- ✗ The seniority of the employee
- ✗ Any other characteristic personal to the employee

The key is to base the determination on the JOB, and not on the individual employee.

Virtual vs. Physical Office: Adapting Policies

(Some policies will be new & some will be adapted)

Anti-Bullying

Physical Office

Physical intimidation or touching

Virtual Office

- Cyberbullying
- Images seen on a Zoom call that might appear intimidating or threatening to the viewer



Drug-Free “Workspace”

Physical Office

Someone taking narcotics on-site or at an off-site work event

Virtual Office

Employee appearing high on a Zoom call



Manager Development



- ✓ Managers are key to organizational connectedness
- ✓ Set performance-based goals to encourage high-performance and growth
- ✓ Listen, be engaged, establish trust, and accountability
- ✓ Maintain Flexibility with individuals
- ✓ **Be a mentor and a coach**
- ✓ Communicate in ways that reflect the culture you want

Managers Are Key to Keeping Colleagues Connected

Be intentional about the **amount** and **type** of communication

Encourage people to get to know each other

Have more **empathy**

Promote open communication and **collaboration** within and outside of primary team members

Be **human** in your conversations

Spend time being **social** on and off-line

Employee Engagement



- ✓ Employees want purpose and meaning from their work
- ✓ Employees want managers that coach and mentor them and help them do their jobs better
- ✓ Employees want to feel connected to the mission of their organization and to the work of their team
- ✓ Employee Engagement is a Manager's Responsibility
- ✓ There is more risk to the organization when remote workers become disengaged

Workplace Culture

What is it, can it survive and what do employees want?

Spoiler Alert:
Culture IS everything and everything affects it!



Compilation of decisions, actions, & reactions made every day by all



It is alive and responding



Behavior celebrated, rewarded, and discouraged



Everything an organization does IS reflected in the culture from onboarding to departure



“Your company doesn't have a culture. It is a culture.”

- Simon Sinek

Avoid Creating 2 Different Cultures



Be intentional and cultivate an inclusive culture to avoid an “Us” vs. “Them” divide

- By their very structure Hybrid models risk creating 2 different cultures: WFO vs. WFH
 - Especially problematic if leaders consistently WFO
 - Leaders may inadvertently (or actively!) treat WFH employees differently – leaving them out of meetings or hallway conversations, making them less visible, not considering them for top projects or promotions

Top ways employers can promote a single, inclusive culture:

- Ensure Leaders model the desired behaviors and culture
- Offer more resources to remote workers
- Update policies to reflect the way work has changed (e.g., flexible schedules, no-meetings days)
- Increase communications from leaders



Finding the Joy in Hybrid...



✓ ***Be Intentional***

✓ ***Be Fair & Equitable***

✓ ***Listen...and listen more***

Thank you!



**Further questions? Contact me at
raeann@achurchconsulting.com**

<https://bit.ly/AchurchJoyofHybridsurvey>