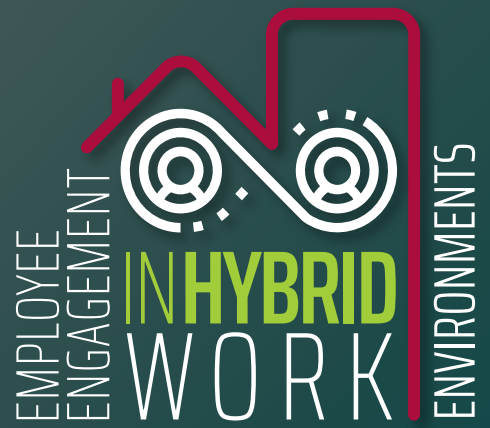
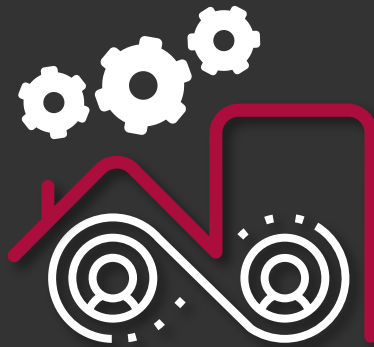




ENGAGE
& GROW[®]



Reimagining Work



“Time and space are modes by which we think
and not a condition in which we live.”

Albert Einstein



Introduction

Hybrid working has proven productive for organizations and rewarding for individuals, and is here to stay. In the past, being in the office made sense because it was the only place where you had access to the tools, data and colleagues you needed to do your job. With this no longer the case, does in-office working make sense today?

A Gallup survey in June of 2022 found that 8 in 10 people are working hybrid or remote, while only 2 in 10 are entirely on-site.

If employers hope to retain employees and continue to thrive, they need to put this time and energy into developing a good hybrid model. The hybrid model is not going anywhere.

Keeping employees engaged, completely and consistently, is a sizable enough challenge when everyone is in the same place. How do you improve employee engagement in a hybrid workplace?

Engage & Grow coaches answer this question every day by converging thousands of employees in hundreds of companies. With our unique system that focuses on employee engagement, we support each company to create its own unique engagement map. Whether they are under the same roof or on different continents...

We've been seeing exceptional results in aligning teams and increasing employee engagement with our programs, which we have also been running online for the last two years.

Our global success rate is over 300 per cent...

We are just an e-mail away to tell you about Engage & Grow whenever you want.

In this e-book, we covered the realities of the hybrid work environment, the needs of employees, and our area of expertise, employee engagement.

We would like to remind you that before reading this e-book, you should take the following point into consideration:

Employees want more choice and control over how, when, and where they work. If employers respond to measuring worker performance and productivity by how many hours employees spend in the office, they're likely to drive top talent away.

What is a hybrid workplace model?

“Success in a hybrid work environment requires employers to move beyond viewing remote or hybrid environments as a temporary or short-term strategy and to treat it as an opportunity.”

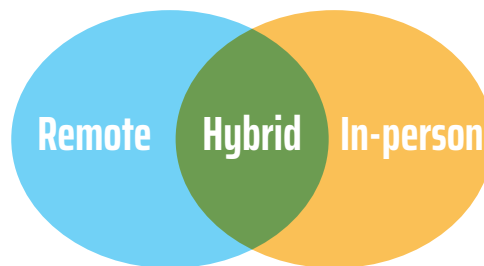
Gartner

Accenture surveyed 9000 workers and report that **83%** of the employees prefer a hybrid working environment.

“A hybrid workplace model mixes in-office and remote work to offer flexibility and support to employees. In a hybrid workplace, employees typically enjoy more autonomy and better work-life balance – and are more engaged as a result. Employers benefit by building a more productive, healthy, stable workforce.

However, the hybrid workplace is not a simple formula or a panacea for all workplace challenges. Today’s hybrid workplace must be implemented strategically, taking advantage of modern HR technologies that engender connection, collaboration, and employee engagement.”

Source: SAP



Is hybrid working here to stay?

“Only a crisis
– actual or perceived –
produces real change.”

Milton Friedman,
Nobel Prize-winning economist

Let data talk!

It has been surveyed that the number of hybrid working employees gradually increased after the pandemic. The increment is from **13%** to **24%** from Feb 2022 to May 2022.

A study by Accenture reveals that the “Productivity everywhere” model is used by **63%** of the high-growth firms.

According to FlexJobs’ 2022 Career Pulse Survey, they’re willing to find a job with flexibility over a bump in pay. In fact, **63%** of the 4,000 respondents stated they would choose better work-life balance over better pay—only **31%** would choose better pay over work-life balance.

A study conducted by PwC showed that several companies had enhanced performance and productivity to high levels during the pandemic. Remote and hybrid models have resulted in productivity boost in many workforces, with **57%** of companies reporting that their organizations had surpassed their targets over the past 12 months thanks to hybrid working.



Advantages of a hybrid model



“Hybrid work is the perfect solution for companies looking to create a more productive, flexible, and engaged workforce.”

Mark Zuckerberg,
CEO Of Facebook

Benefits for employees

- Improved well-being
- More disposable income from fewer commutes, meals out and more
- Increased mobility



Benefits for society

- Reduced carbon footprint and emissions from daily employee commuting
- Higher employment rates, since location is no longer a barrier to work
- A healthier society, since employees as a collective are happier and healthier

Benefits for organizations

- Reduced real estate costs
- Improved worker productivity
- Improved retention rates
- Bigger talent pool
- Ability to grow head count without added space costs
- Improved visibility of senior leaders for employees

Source: [HubStar](#)

Five key questions about hybrid work

Based on our latest insights, Gallup recommends exploring five key questions when transitioning to hybrid work:

1. Where are employees working now, and where will they work in the future?

Remote work is here to stay, and hybrid work is the future for many remote-capable employees.

2. What happens if organizations do not support remote flexibility?

Failing to offer flexible work arrangements is a significant risk to an organization's hiring, employee engagement, performance, wellbeing and retention strategies.

3. Why do many remote-ready employees prefer hybrid work?

Hybrid work helps employees get the most out of their day while ensuring they feel connected to coworkers and the organization.

4. What will the future workweek look like?

There is no consensus among employees on which scheduling policies should define hybrid going forward.

Setting guidelines based on job responsibilities and continually tracking the effectiveness of these policies will be critical to leading hybrid teams.

5. How can we make hybrid work more productive and engaging?

That is the key question of this book.

Let's continue!

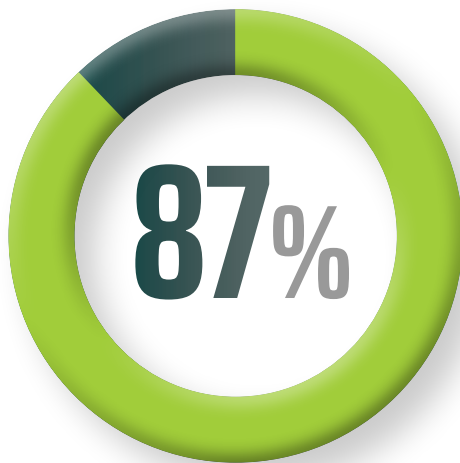


Hybrid employees more productive?

There has been much debate about working from home and whether or not it's a productivity boost or major productivity drain.

While people are working more than ever, top management is worrying about them being unproductive in times of economic crisis.

A research by Microsoft found that there's a huge disconnect between employees reporting being productive at work (87%) and leaders not having enough confidence their teams are doing their best (12%).



Employees
report they are productive at work



Leaders
say they have full confidence
their team is productive



How Does Hybrid Work Increase Productivity?

Key highlights from studies have proven that the following factors lead to higher productivity:

Longer hours

The study by Ergotron shows that 40% of workers work longer hours remotely than when in the office.

Reduced stress

Having the flexibility to choose between in-person collaboration and remote working has a positive impact on employees.

Job satisfaction

Most workers agree that flexibility in work schedules enhances their job satisfaction.

Work-life balance

More than three-quarters of employees in various studies cite improved work-life balance due to remote or hybrid working.

Physical and mental health

The Hybrid work model has empowered workers to reclaim mental and physical health. Most employees get the freedom to move more frequently with a more active work style in a hybrid setup.



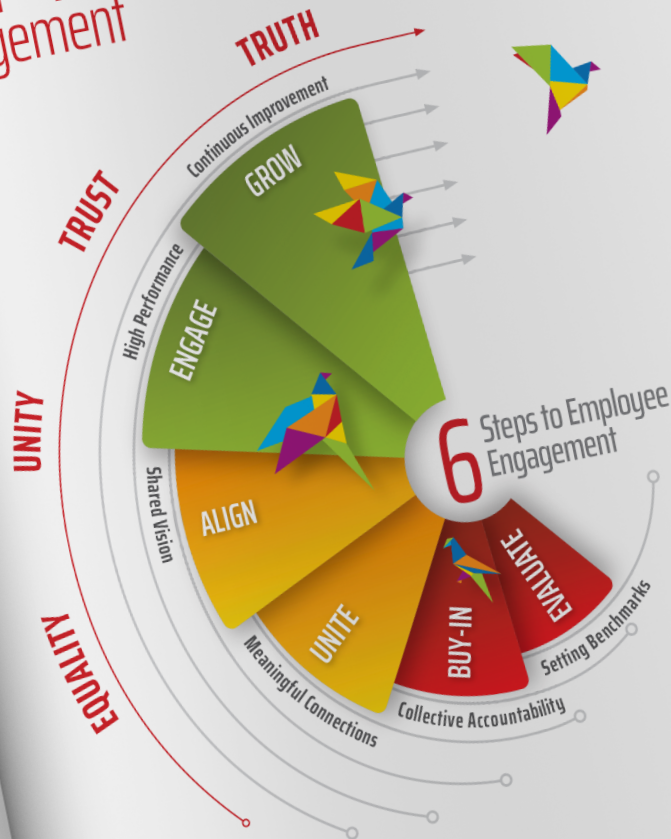
How To Engage Remote and Hybrid Employees

While preparing this study, we wanted to remind you once again of the 6 steps methodology that we used worldwide and obtained extraordinary results.



6 Steps to Employee Engagement

As Engage and Grow we present our clients a unique model with 6 steps to provide employee engagement.



4 Developing High-Performance Teams with 6 Steps

3 Fostering High-Performance Teams with 6 Steps

Developing High - Performance Teams with 6 Steps

Our methodology, which we call “6 Steps” in short, reveals 3 types of employees after the analysis we've made with your employees. The green color represents highly engaged employees that your company wants to achieve with employee experience; the color yellow represents those who are neither engaged nor disengaged and reflect a very small part of their potential to their work; and the color red represents the employees that no one wants to see in their organisation: Disengaged Employees



The 6 Steps methodology focuses on people as we mentioned in our introduction. It is a cross-section of the perfect employee experience journey, which is the first item on almost everyone's agenda in recent days.

This simulation, which equalizes the communication between people in the first two stages, aims to build integrity and then trust.

In the final part, where we achieve tangible and real results; engaged teams and high performance are the awaiting outcomes companies.

Human relationships

Research from Red Thread Research and Enboarder corroborates Gallup's conclusions that strong workplace connections have significant benefits for both employees and employers. They found that when companies prioritize connections, they're 2.3 times more likely to have engaged employees, 5.4 times more likely to be agile and 3.2 times more likely to have satisfied customers. The study found that connection in the workplace is improving overall:



- 93% of employees feel connected to their coworkers, with 56% saying they feel very connected.
- 57% of hybrid and full-time in-office respondents named the ability to form stronger relationships as the number one most important benefit of going into the office.
- 63% said their coworkers had the biggest impact on helping them feel connected.
- 50% of respondents who feel connected said they strongly agree their job motivates them to go above and beyond, compared to just nine percent of those who feel disconnected.
- Managers not providing enough support (29%) and managers/leaders not providing enough transparency in decisions (26%) were two of the top three most cited barriers to connection in the workplace.

Emotional Connection

“When two people respect each other, the ability to be vulnerable and to reveal hurt feelings can create a powerful emotional connection that is the source of real intimacy and friendship.”

David D. Burns / Psychiatrist

In the workplace, shared feelings can bring people together. An in-group and out-group distinction may be created based on people's feelings toward certain things.

Emotional connection in the workplace refers to a high-quality relationship based on mutual trust, respectful interaction, and shared interests. This means that both parties take an interest in each other, understand their issues, and are willing to make efforts to resolve them. Their underlying visions and values are congruent, even though their actions may not be.

Consider these points!

- Learn people's stories. To do that, you need to be attentive, curious and compassionate. Are you so?
- Is there no room for emotions at work? Or do you have feelings that you have suppressed and have had to hide until now?
- Leaders may not be able to touch every employee, but that's what mid-level leaders are for. Aim to pass emotions from the top down, checking frequently for blockages.
- We work with people. The feelings they have are unique, and it is this uniqueness that will take you to the place you dream of.



Trust

Let's start with the words of Josh Bersin: "Work is not a "place" - it's "what people do". "You and your leadership have to trust people. Give them clarity, mission, skills, and growth - they will figure out how to get work done. Trust remains one of the most important tools you have.

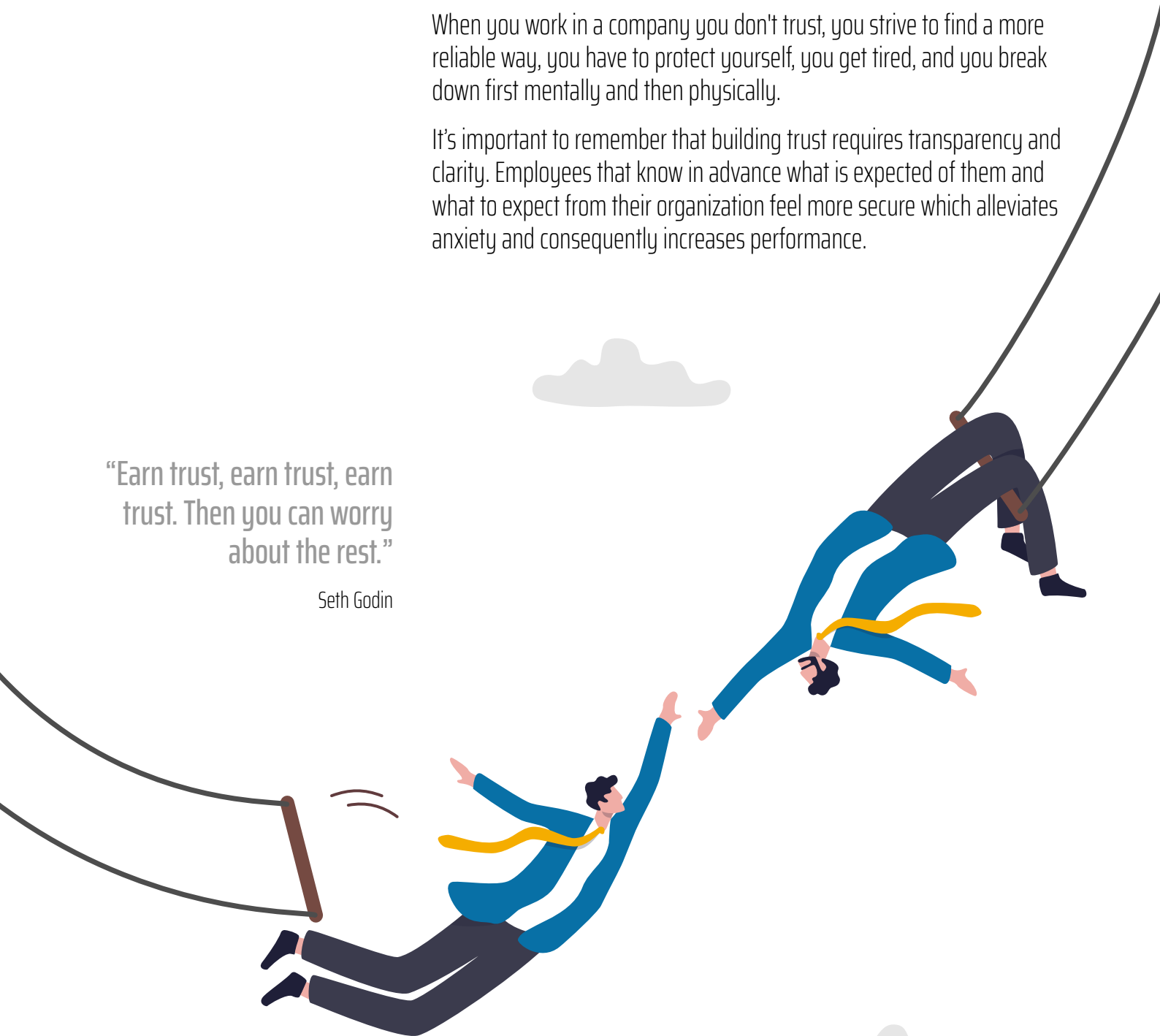
You can't sleep well in an environment you don't trust. You cannot let go completely and you wake up tired.

When you work in a company you don't trust, you strive to find a more reliable way, you have to protect yourself, you get tired, and you break down first mentally and then physically.

It's important to remember that building trust requires transparency and clarity. Employees that know in advance what is expected of them and what to expect from their organization feel more secure which alleviates anxiety and consequently increases performance.

"Earn trust, earn trust, earn trust. Then you can worry about the rest."

Seth Godin



Purpose matters more than ever

“Great companies aren't great because they make lots of money. They make lots of money precisely because they're great.”

Julie Hanna
Executive Chair of the Board of Kiva

One of the most important characteristics of a successful business in today's world is having a clear, concise organizational purpose. Purpose-driven companies often have higher levels of employee engagement, which leads to increased productivity, loyalty, and lower turnover.

A survey conducted by Deloitte found that 73 percent of employees who feel that they work for a purpose-driven company said that they are engaged, whereas only 23 percent of respondents that don't feel they work for a purpose-driven company are engaged.

By focusing on providing a purpose-driven work experience to your people, they will in-turn be enabled and empowered to contribute to your organization's vision. Creating a foundation, on which work can improve life and life can improve work, sets the groundwork for a legacy of forward thinking and positive change.

The power of purpose and why it matters

- More enthusiasm
- Stronger resilience
- Better performance

Source: AIHR

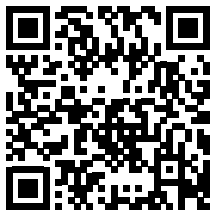


Rules or authenticity?

“I knew all the rules but the
rules did not know me.”

Eddie Vedder

(You can listen to this song right now,
if you want, read the QR code)
[https://www.youtube.com/
watch?v=eORllo3-OGA](https://www.youtube.com/watch?v=eORllo3-OGA)



How to Build Your Standards

1. Level of motivation / capability of team and/or its members: higher means default to hands-off and a higher bar for hands-on leadership.
2. Level of complexity within organization: more complex reporting relationships and authority means default to more hands-on in terms of coordinating, and a lower bar for directive behavior when there are gaps / overlaps.
3. Organizational pattern of delivering results: consistently better results means defaulting to an empowering approach, or hands-off and a high bar for directive behavior.
4. For your newer people, those newer to their role: newer means a slight tilt toward a hands-on or directive style, until their footing is firm.
5. For your problem people, those who chronically underperform: more problematic means an increasing tilt toward a directive approach, but it's important not to let the problem person linger in their role.
6. For your problem areas or projects: more problematic means an increasing tilt toward a directive approach, but it's important to make other changes (people, resources, time lines) without delay.
7. In a crisis: depending on your team's capability and motivation, a crisis may be the best time to be hands-off in terms of taking action, but hands-on with monitoring events, asking good questions, so you can see better which behaviors will maximize your people and have the highest likelihood of dealing with the situation effectively.

Source: David Peck
Partner and Head of Americas
Executive Coaching
at Heidrick & Struggles

Our core notes:

We hear the question all the time: Building employee engagement was hard enough even when we were under the same roof. What happens now?

Perhaps we need to look at the issue from a different angle.

Your employees tend to be more engaged in their work when you give them flexibility.

Maybe the problem now is being forced to be under the same roof.

What do you think?

The Engage & Grow methodology draws on neuroscience but emphasises the power of the heart in its work. In the companies we interact with, we see great work environments and highly talented people. But we observe that many of them are not connected to each other. It's not really about communication, it's about connection.

[\(Check out our e-book "Connection: Beyond communication"\)](#)

At the end of the average 12-week programmes we implement to establish this connection and fully activate employees, we observe a dramatic increase in engagement levels.

It is quite possible for people who work far away from each other to keep in touch with each other.

Of course, none of us want to give up the flavour of conversations at the coffee machine. But it seems that everyone, especially the new generation of employees, wants to be at the coffee machine whenever they want.

As management teams, you have to accept this first.

You know the rules of the business world very well. Then isn't it time to write the rules that fit your own culture?

We conclude our work with Picasso's statement:

"Learn the rules like a pro, so you can break them like an artist."

We are all over the world, contact us.

<https://www.engageandgrow.com>