

A Newmeasures Ebook

Navigating the Ins and Outs of Hybrid Work Practices

Understanding when, where, and how to best accomplish work and cultural goals in the new world of work.

REMOTE VS. ONSITE WORK: WHICH WORKS BEST?

2022 was marked as a year of figuring out new work arrangements.

Whether bringing employees back to the office, making the decision to allow employees to work remotely for the long-term, or navigating the ins and outs of hybrid work practices, most organizations were faced with designing new work arrangements and understanding employee preferences. As with most things emerging from the pandemic, we've learned from our clients there is no one-size-fits all approach and opinions on what is optimal vary widely depending on who you ask.

Given the uncharted nature of this topic, many Newmeasures' clients partnered with us to get employee input on what work arrangements would best support retention, engagement, productivity, accountability, and belonging, among many other topics. Just-in-time employee listening was used to shape decisions around when, where, and how to best accomplish work and cultural goals. In this ebook we highlight key takeaways – some that surprised us and some that are simple, practical words of wisdom. While one of our conclusions is that there is no one right way to do back-to-work, we hope these findings help organizations thoughtfully consider the options.



REMOTE VS. ONSITE WORK: WHICH WORKS BEST?

Many organizations have turned to a hybrid approach, allowing employees to work remotely part of the time and in the office part of the time. Newmeasures' clients wanted employee feedback to understand what was working well and not so well about these arrangements. The findings below represent opinions from 1,700 employees across five organizations who were asked to rate their satisfaction with the hybrid work experience.

What's going well?

Across all five companies, employees agreed or strongly agreed that the following are going well in hybrid work:

- Quality of work (91% agreement or higher)
- Collaboration with one's supervisor (82% agreement or higher)
- Efficiency of completing tasks (84% agreement or higher)
- Collaboration with colleagues (83% agreement or higher)

Hybrid Work: What's Working?



Quality of Work
(91% agreement or higher)



Collaboration With One's Supervisor
(82% agreement or higher)



Efficiency Of Completing Tasks
(84% agreement or higher)



Collaboration With Colleagues
(83% agreement or higher)

WHERE EXPERIENCES VARY ACROSS ORGANIZATIONS

There were no consistent topics where employees across all organizations agreed that things weren't working well in the hybrid environment. Instead, we saw wide variation between organizations.

The widest ranges across companies include:

- Feelings of belonging and connection (64% - 82% agreement)
- Work-life balance/integration (70% - 89% agreement)
- Quality of meetings (64% - 92% agreement)

We observed that companies already succeeding to address these topics continued to do so, whereas companies that were struggling before hybrid work also continued to do so after hybrid work was introduced. Anecdotally, we've noticed a trend that hybrid work seems to get the "blame" for current challenges, when in reality these were pain points the organization had even before the pandemic. In other words, companies that were struggling with work-life integration before the pandemic continue to find these challenges in a hybrid work environment and organizations that had figured out how to support employees with balance in their lives continue to do so in the hybrid world.



Feelings of Belonging & Connection
(64% - 82% agreement)



Work-life Balance/Integration
(70% - 89% agreement)



Quality of Meetings
(64% - 92% agreement)

POINT OF VIEW MATTERS

Employees vs. Leadership

6,500 employees were asked how their company can best support new ways of working. Employees' top selections were around topics like how to develop skills to support their aspirations, autonomy in where they work, and support for their mental and physical health.

Senior leaders, on the other hand, indicated their number one topic was how to foster more face-to-face collaboration. This highlights that the perceptions and priorities of leadership may differ from those of employees. Thinking through how to address both points of view may be important and leaders should keep checking in with employees to understand any gaps in perceptions.

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What About Technology?



75%

of employees felt satisfied with the quality of technology at home, which is the same as their satisfaction with the technology in the office



POINT OF VIEW MATTERS

Remote vs. Onsite Perspectives

In some organizations, one group of employees is provided the option for remote or hybrid work while another group is required to be onsite all the time due to the nature of their work. According to an [article by Unleash](#), remote work is viable for only one in three occupations. We wanted to understand how the perceptions of onsite workers compared to those who have the option for remote/hybrid work.

Data collected from nearly 8,400 employees revealed:

- Compared to remote and hybrid workers, those who work onsite full-time had significantly lower perceptions of:
 - > Work-life balance
 - > Feeling their opinions count and they can share their ideas
 - > Empowerment and autonomy
- Compared to remote and hybrid workers, those who work onsite full-time had significantly more positive perceptions of topics regarding senior leadership, including confidence in leadership and

the vision/strategy, and that leadership removes obstacles to do their work.

- No clear patterns emerged between onsite and remote/hybrid employees for topics such as belonging, connection to co-workers, and intent to stay. The variation appears to depend more on the organization itself as opposed to the employees' work arrangement.

Compared to Remote & Hybrid Workers, FULL-TIME ONSITE WORKERS REPORTED:



MORE POSITIVE PERCEPTIONS
of topics regarding senior leadership, including confidence in leadership & the vision/strategy

LOWER PERCEPTIONS
of work-life balance, feeling their opinions count, ability to share their ideas, empowerment & autonomy



FLEXIBILITY MATTERS FOR RETENTION

Feedback from employees at 20 organizations in 2022 showed that remote and hybrid work options and/or flexibility in scheduling were the top reasons people chose to stay with their current employer. This surpassed the historical #1 top reason of “my coworkers” and tied for first place with “my direct supervisor/manager.” In other words, employees place a high value on their flexibility, which has now emerged as a critical retention strategy.

“

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”

WHAT EMPLOYEES WANT LEADERS TO KNOW

Newmeasures has collected thousands of employee comments about remote, hybrid, and onsite work. These are some of the main themes employees provided when they chose to provide feedback to their employers about how to maximize new work arrangements.

Employees feel more productive when working at home because there are fewer distractions. To keep productivity up in the office, ensure there are plenty of quiet workspaces and meeting rooms. Hoteling workspaces are less popular; employees prefer to have their own dedicated workspace.

Communicate clear policies and implement them consistently.

The pain of commuting is real! Employees request help with travel costs and parking, and some want to travel during nontraditional hours to reduce the time spent commuting. Many employees report they work longer hours when they don't have to make the commute.

Allow for flexibility by teams and for individuals. To do so, get creative. Consider options like 4-day work week, staggered shifts, or collective in-office and remote days.

Provide opportunities to socialize. Break rooms, free meals, and social activities are some of the best parts of being onsite.

Be purposeful about in-person requirements. Nothing is more frustrating than having to go into the office while no one else is there or to spend your day in the office on zoom meetings connecting with colleagues who are working remotely. If in-person work is required, make sure there is a reason for it. Employees appreciate in-person days when they include activities that foster collaboration, brainstorming, and belonging. If that's not happening, they'd rather be remote.

WHERE DO WE GO FROM HERE?

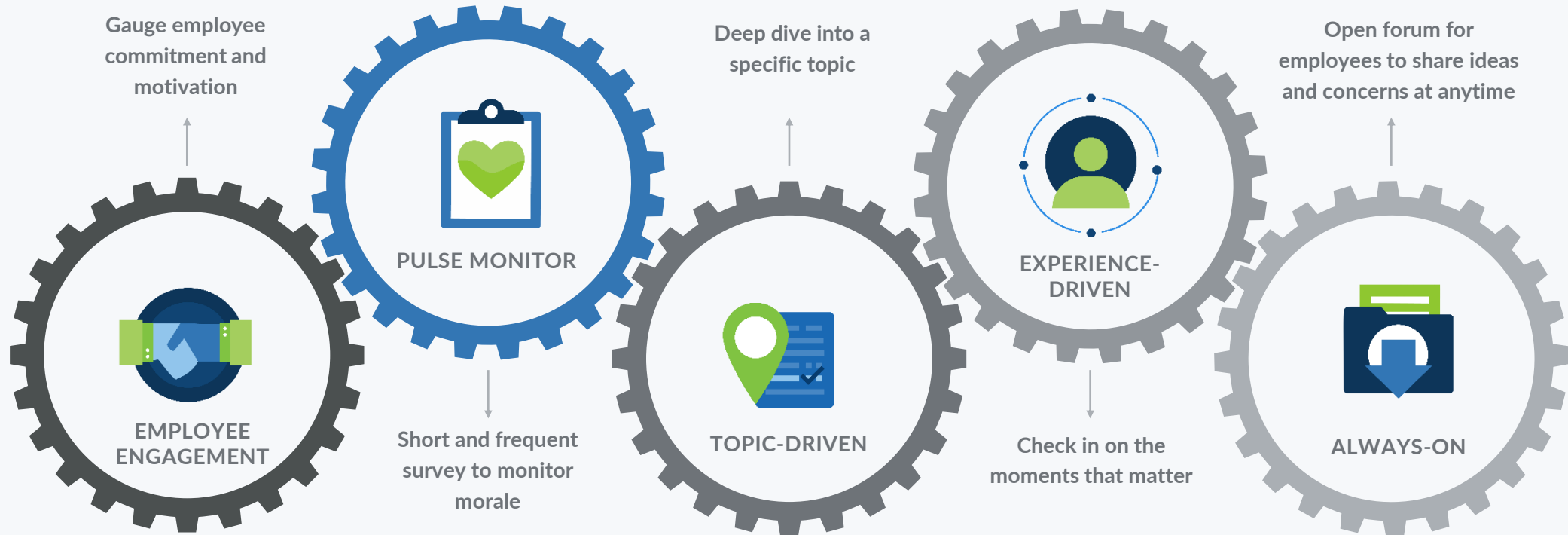
With the speed at which the world of work is changing, there is no standard approach for the best way to meet the highly varied preferences of employees while at the same time enhancing employee well-being, productivity, belonging, and accountability. Organizations might not hit the sweet spot of how to best structure employee work arrangements right out of the gate. It's important for senior leaders to remember this is an experiment that will require trying an approach and then fine tuning, while also evolving with changes in the job market, the economy, and technology. Listening to employees via surveys can be a powerful tool for learning and adjusting while also demonstrating to employees that leaders are responsive and care about the employee experience.



WHAT IS STRATEGIC EMPLOYEE LISTENING?

Strategic employee listening is ongoing, aligned with the goals of the organization, and uses the right methods to check in at the right times so employees feel heard, life-cycle experiences are maximized, and leaders have the insights they need to make predictions and informed decisions.

THE COMPONENTS OF STRATEGIC LISTENING



ABOUT US

Newmeasures is a boutique firm of Industrial & Organizational Psychologists with expertise in designing and executing employee listening strategies. We offer the following services:

- Guidance in developing strategic employee listening programs
- Expert survey design and customization
- Flawless survey administration
- Advanced data analysis and actionable insights
- Impactful executive briefings
- Built-in system of action that equips leaders to drive change

We are passionate about providing white-glove service to our customers because we believe that listening to employees provides organizations with insights that allow them to thrive.

We look forward to partnering with you on the listening journey!



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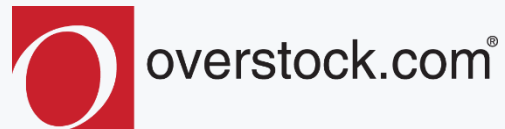
OUR MISSION IS TO HELP PEOPLE WITHIN ORGANIZATIONS LISTEN TO ONE ANOTHER SO THEY CAN THRIVE – BOTH AS INDIVIDUALS AND COLLECTIVELY.



Newmeasures, LLC is proud to be nationally certified as a women-owned enterprise by the Women's Business Enterprise National Council (WBENC). Through this certification, we provide expert service and insights, while also supporting our clients' commitment to supplier diversity.

SOME OF OUR AWESOME CLIENTS

Newmeasures' clients span across sizes, geographies and industries. If your organization is serious about improving the employee experience, we can help.





CONTACT US

Let Newmeasures Consultants help you design the perfect employee listening strategy.

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