Smells Like Team Spirit – Designing Hybrid Work Collaborating Organizations

Seminar: *Smell of the Place*, November 8, 2023

Dr. Jeroen van der Velden and Dr. Frank Lekanne Deprez

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Part 1: Frank Lekanne Deprez

Part 2: Jeroen van der Velden

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1. Nothing new ……or a massive transformation?

❑ On the one hand, people still believe that there is "nothing new under the sun" about the 'New (Hybrid) World of Work' - perspective: It is just "dressing up" the context in which people and organizations operate.

❑ On the other hand, there is a worldwide After-Covid *transformation* happening characterized by 'irreversible discontinuity' and/or disruption.

❑ Such a massive *transformation* implies:
   ❑ "Once you get started, you won't be able to put the 'genie back into the bottle' (Neal, 2018)."
   ❑ "Once the toothpaste is out of the tube, it's going to be very hard to get it back in (Haldeman, 1976)."
   ❑ Few organisations will be able to go back - or forward - to a form of "normalcy" that somehow resembles the situation before the Covid-19 crisis.....

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2. What happened to work?

❑ During this last three years or so, the Gallup data on how we are doing our work **have never gotten old faster** (Harter, 2023).

❑ Work has become a ***moving target -*** i.e. *ongoing back-and-forth interaction* between the way people work and what the organization wants to accomplish.

❑ Gallup indicates that even before the pandemic *a flexible work environment* was one of the most desired *perk.*

❑ During the pandemic, the *flexible work environment* became a requirement*.*

❑ After Corona (AC) it became a basic requirement within the Employee Value Proposition (EVP) of an organization.

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3. Embracing the hybrid work paradox?

❑ It is no surprise that workers- who were globally part of the 'forced telework experiments' during the Covid-19 crisis - have embraced the hybrid work paradox, in which people :

- ❑ experienced the flexibility of working 'anyway, anywhere, anyhow, anytime'
- ❑ *simultaneously* desired more *in-person (team & community) connections* in office locations.

❑ Many American employers may be left fearful of hybrid work leading to a disjointed culture or lost engagement. *The 2023 Gallup data tell a different story*. In fact, exclusively remote and hybrid employees tend to have significantly higher employee engagement than on-site workers.

❑ Within the context of the hybrid work paradox, two MBA projects have been conducted within Randstad and Cushman & Wakefield

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Company MBA Project

Develop office concepts at Randstad that effectively motivate and encourage employees to choose the office as their preferred work location.
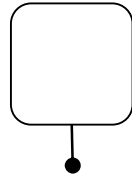
Authors:

Ritu Aikara

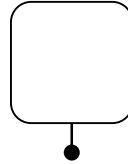**Yuqian Chen**

Company supervisors:

Tom Jochems

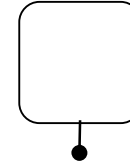**Edwin Overbeek**

Recommendations

Well-being

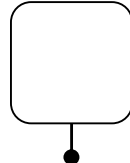Promoting wellness through ergonomic designs, private rooms and more plants; full facilities gym

Sense of community

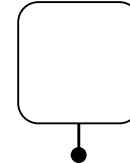Team building sessions, social events, and professional workshops

Flexible work arrangements

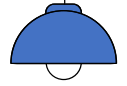Able to tailor work environment to suit different needs

Communication

Transparent and regular communication to keep updates about the company's performance

Continuous Feedback & improvement

Encourage employees to participate in shaping work environment, leading to higher employee engagement and satisfaction
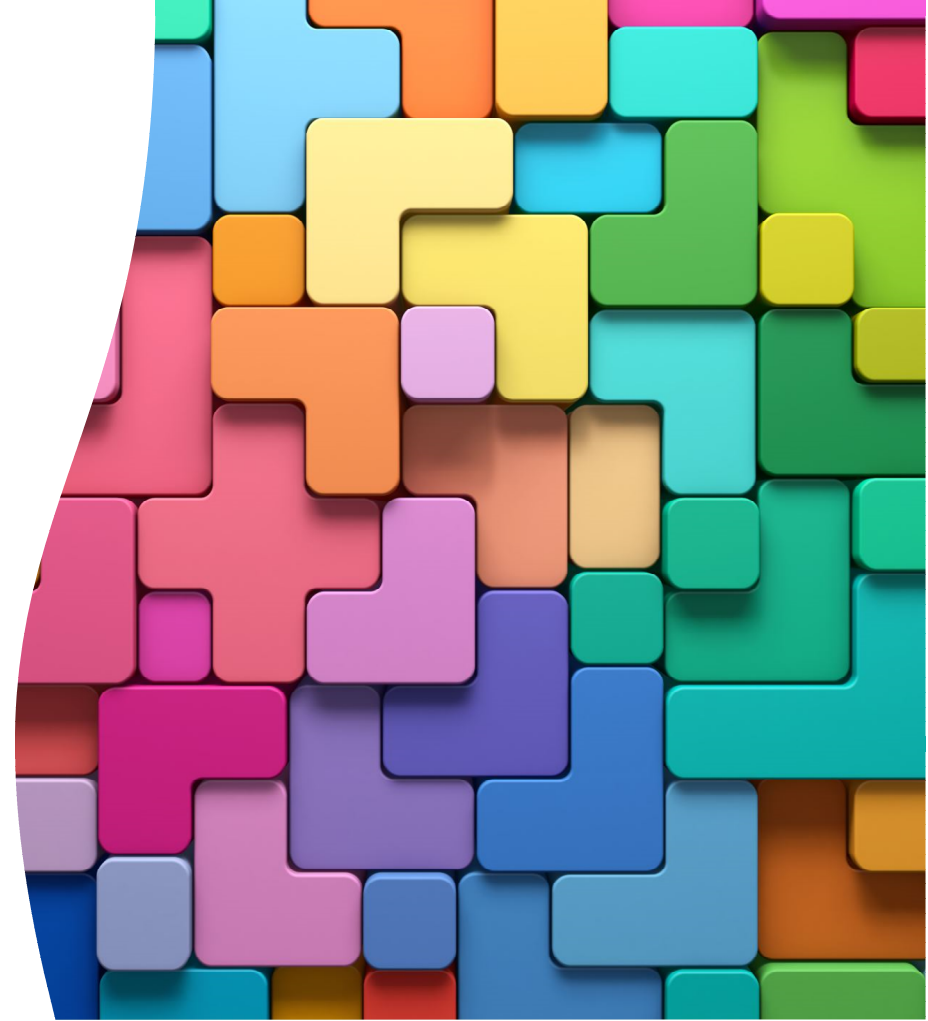
Company MBA Project

Evgenii Korobko

Ziwei Wang

Faculty Supervisor:

Dr. Jeroen van der Velden
Dr. Frank Lekanne Deprez

Company Supervisor:

Jos Hesselink
Frank van der Sluys

Problem Statement

The COVID-19 crisis forced all employees to stick to the 'remote work only'- model

Young employees 5 year work experience, entered the workforce during the pandemic, working in a remote-only mode and After Corona in a hybrid work mode

Limited research on *post-pandemic work preferences*, especially for the (new) young employees

Explore, identify and understand what elements drives/block young employees from choosing Cushman & Wakefield's office as their dominant 'place to be/work ' during the post-pandemic area .

RECOMMENDATIONS

1. Cultivating Organizational Culture

Motivating supportive culture

Enhancing current office workspaces. Create technological integration

Create collaborative spaces and quiet zones

2. Strategic Location:

Transport Accessibility

Flexible work-from-home policy

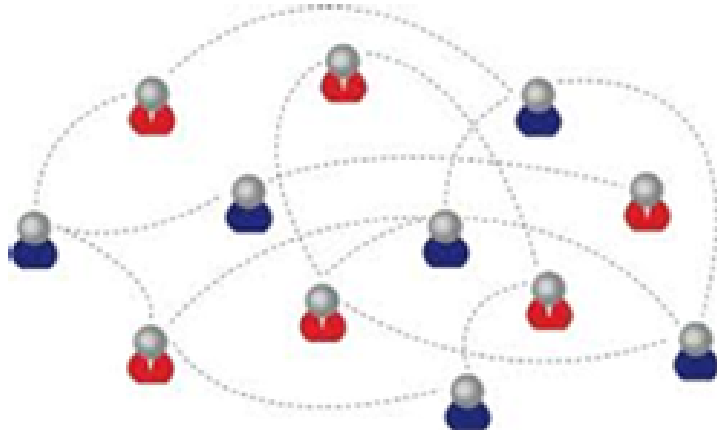**3. Engaging Office Environment:**

Frequent peer and management presence positively impacts attendance.

Attract a mix of experienced employees to work from the office, 'coaching' young professionals.

Positive Atmosphere: Promote engaging and healthy office environment.

Collaboration as strategic asset

High tech – High touch

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Hybrid Work is here to stay

Six in 10 US employees with remote capable jobs want a hybrid work arrangement. Combine that with the other 16% of workers who want fully remote work, and one has in 2023 nearly *three-quarters* of the workforce expecting the flexibility of working from home at least some of the time.

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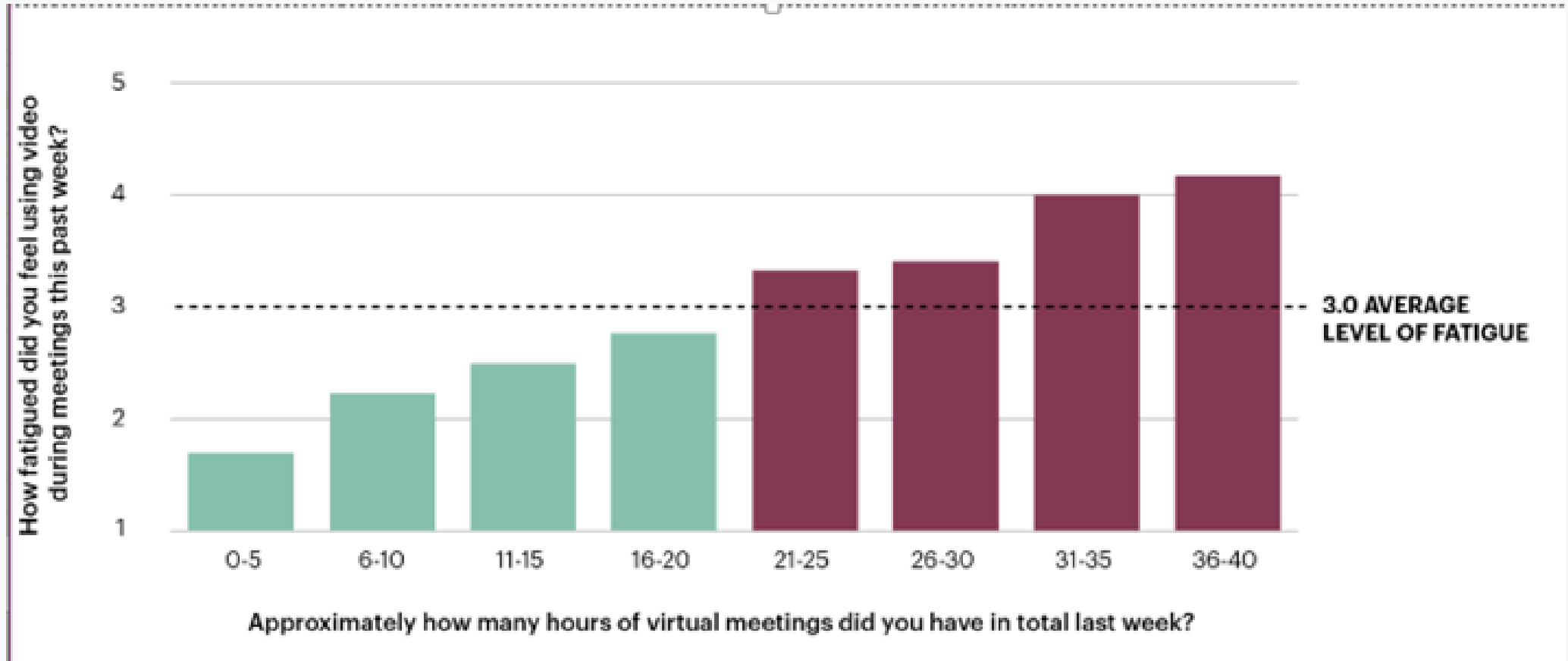# Collaboration: impact of working on online

Velden and Lekanne-Deprez 2022

What has been the impact of the Covid measures on the <u>performance</u>?

What has been the impact of the Covid measures on the employee's <u>involvement</u>?
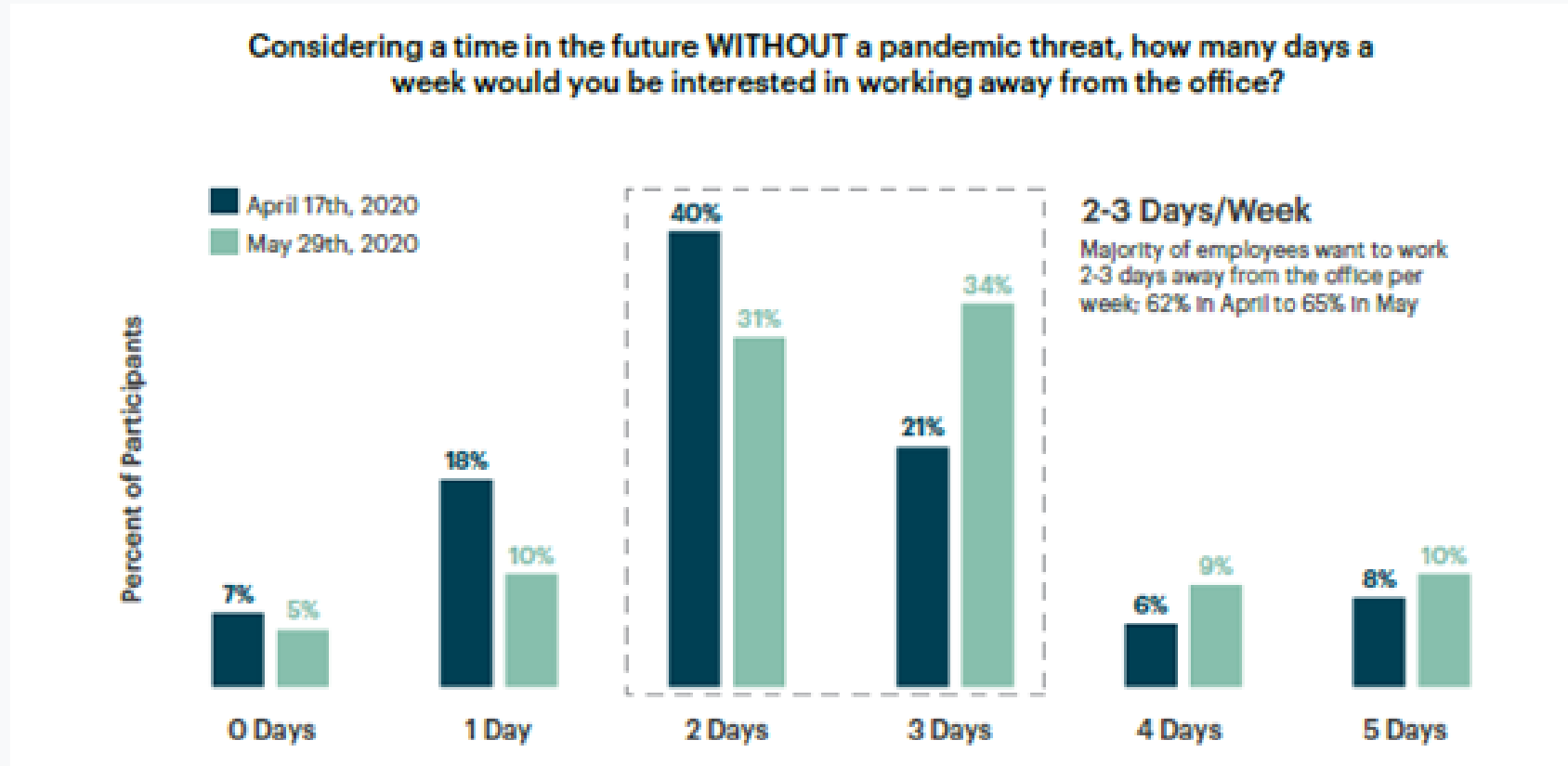
What has been the impact of the Covid measures on the <u>innovation power</u>?

Performance: Within boundaries online communication well appreciated.

Lindberg et all, 2020.

Involvement:
WFH has been widely adopted by employees

Considering a time in the future WITHOUT a pandemic threat, how many days a week would you be interested in working away from the office?

- April 17th, 2020
- May 29th, 2020

2-3 Days/Week
Majority of employees want to work 2-3 days away from the office per week; 62% in April to 65% in May

Percent of Participants

	0 Days	1 Day	2 Days	3 Days	4 Days	5 Days
April 17th, 2020	7%	18%	40%	21%	6%	8%
May 29th, 2020	5%	10%	31%	34%	9%	10%

Innovation:
Interventions COVID19 have negative impact

Shrinking networks are endangering innovation

(2021 Work Trend Index)

The worldwide number of patent applications from Dutch companies and inventors in 2020 has stagnated. Philips applied for fewer patents (8%).

Physical meetings are important for Creative Jobs (van Houten, CEO Philips)

Innovation process does not benefit from working from home (Bailliere, HR ASML)

Collaboration 3.0: The hybrid organisation

	Team	Organisation
Performance	⬆️ ⬇️	⬆️ ⬇️
Involvement	~	⬇️
Innovation	~	⬇️

To explore

- Hybrid Work is here to stay

- Back to the office or New ways of activity based working

- Hybrids involve two or more organizations that work together—that is, share, cooperate, or collaborate (Kelly, 2016)—to achieve an agreed-upon mutual goal.

- Hybrid work collaborating organizations can learn from other organizational design options but, in the end, they must reinvent or reimagine their "own" blended form.

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