



ASPIRE



COLLABORATION IN HYBRID



Report

Hybrid working – the future of work is here

Foreword



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The adoption of hybrid as the "new normal" among employees constitutes a milestone in the history of work, raising substantial problems and challenges for businesses. However, hybrid is not an exclusive or universal path forward, and there are other aspects of this new way of working that deserve careful consideration, including reward, risk, and uncertainty.

We collaborated with executives from organisations affiliated with ASPIRE, a network of international corporations in the technology and business services sector based in Krakow (Poland), to identify crucial topics and acquire related expertise from industry professionals to answer some unavoidable questions:

- Does hybrid influence the employee value proposition of companies?
- To what extent has the role and importance of leaders changed?
- What are the expectations of employees towards employers in hybrid?
- How should organisations efficiently manage hybrid work?

We have combined local Krakow expertise with worldwide insight from JLL Workforce Preferences Barometer - research from June 2022 (4,015 office employees from 10 countries) to present a more comprehensive view on the nature of hybrid work in the following publication.



Dorota Gruchała
Senior Director
Head of Kraków & Katowice Offices

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Before COVID the opportunity to work from home was considered a privilege. Then it became a necessity. What now?

After two years working remotely, the world has changed. We are returning to our offices but not as before. Employees don't want to give up the flexibility of work from home and employers also see potential benefits from a reduced office footprint and a widening of the talent pool when hiring is untied from location.

In this situation, we are coming to terms with a new hybrid model, a mix of time spent working in the office and time working from home, dependent on a range of factors from individual circumstances, to company culture, the kind of work, the local competitive environment and so on.

No one size fits all, but we can learn from each other. Over the course of the pandemic ASPIRE has been tracking the rate of return to the office. In this report we take a look behind the numbers. Specifically, we look at what it will take to make hybrid working a success.

To bring you the report we are very pleased to partner with JLL, who bring a global perspective. We are also very grateful to the operational leaders—our members—for generously sharing their insights into life at the coalface.



Andrew Hallam
General Secretary
ASPIRE

Key insights



INSIGHT #1

Organisations have an opportunity to rethink their Employee Value Proposition



INSIGHT #2

Leaders will need to inspire, navigate through fundamental transitions and focus on employees' wellbeing



INSIGHT #3

Employees expect organisations to be even more supportive in hybrid working conditions



INSIGHT #4

Hybrid work increases complexity while providing employees with a greater sense of commitment and autonomy



Insight #1

Organisations have an opportunity to rethink their Employee Value Proposition

ASPIRE leaders' insights

- **Building ATMOSPHERE in the workplace**, working in line with the values of the company, not only talking about its mission but also bringing the mission into life - especially now, in very difficult times.
- **The consensus** is that the Return to Office and the work from the office have changed its purpose - people need to see it to come back.
- **Co-creation of workspace with employees** – letting employees create their office space, making them involved in the co-design process.
- **Hire employees in smaller, so called "IV tier" cities** – allow such people to come to the HQ from time to time, to learn the corporate culture, meet people, strengthen relationships.



Jaroslaw Maslanka
Pegasystems

Remote people jump from meeting to meeting with no time to digest what they've learned. Inclusiveness is the best way to make them feel engaged and cared for.



Wojciech Krupa
JLL

Quality of life in the workplace can also be improved by very practical initiatives such as free perks, social events, and stress management assistance. These have become important levers in building a more inviting workplace.



Only 48%

of the workforce believe that their company is a great place to work today

Global insight

43%

of the workforce would appreciate subsidised travel to their office

43%

free access to **fresh and healthy food** on-site

27%

discounts and partnerships with amenities near the office

26%

social events

25%

free **coaching to promote health** and reduce stress

Source: JLL Global Research | Workforce Preferences Barometer, June 2022



Insight #2

Leaders will need to inspire, navigate through fundamental transitions and focus on employees' wellbeing

ASPIRE leaders' insights

- **Good leaders have to be inspiring**, people with vision and great personality, who have ability to inspire their employees, not only professionally but also privately.
- **Leaders = mentors** and need to be **available** for their employees, as partners in discussion, providing constructive feedback.
- **Leaders are considered to be role models** who are shaping the expectations, behaviours, perceptions and involvement of employees.

Pandemic and hybrid reality requires leaders to draw on a set of specific competencies:

- Providing psychological and social support for employees,
- Implementing effective knowledge-sharing strategies,
- Building a sense of belonging,
- Promoting organisational culture,
- Stimulating employees' involvement in various activities (not only work-related).



Jolanta Gantkowska
AMS

Leaders have displayed a variety of unique approaches to team management, raising the question whether we truly need a unified strategy throughout the company.



Dorota Gruchala
JLL

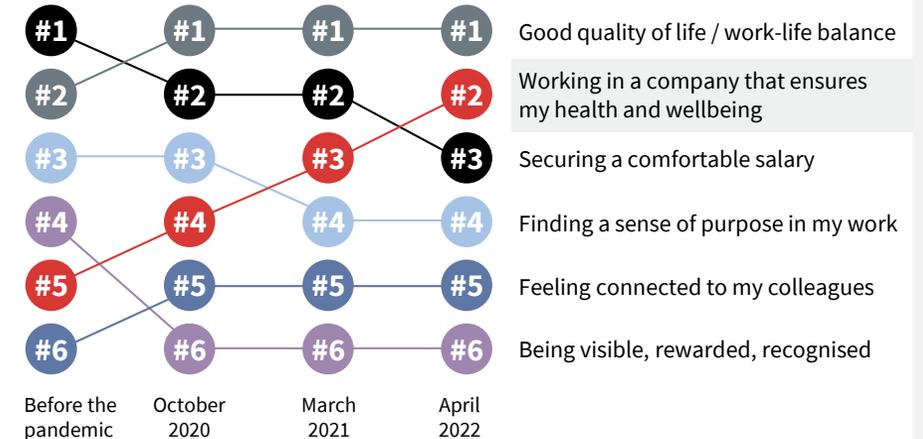
Organisations are increasingly recognising that responsible employers are those who prioritise their employees' health and wellbeing

59%

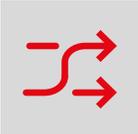
of employees expect to work in a company that supports their health and wellbeing. This is now ranked as the second priority at work, after quality of life and before salary.

Global insight

Top work priorities:



Source: JLL Global Research | Workforce Preferences Barometer, June 2022



Insight #3

Employees expect organisations to be even more supportive in hybrid working conditions

ASPIRE leaders' insights

- **People rely on technology** to support them in daily tasks: collaboration, meetings, but also individual work. It needs to be easy to use, accessible, and adopted by employees (plug & play solutions with additional hardware available: mics, screens, speakers).
- **Employees operating from hybrid/remote environments need to feel included.** They also require breaks, opportunities for small talk and ad hoc interaction to work effectively and take care of their well-being.
- **Leaders must maintain good communication** with people who are not physically present in the office. Regular catch-ups, pulse checks, and chats about their needs, their working habits, and protocols and rituals that may support team communication.
- **Employees should be free to collaborate effectively** while being in the office. Workplace design should distinguish collaborative spaces from traditional ones to inspire employees, support team building, learning, agile working, and building bonds with the company.



Filip Walkowicz
Akamai Technologies

Hybrid work requires organisations to re-adapt and find ways to achieve the same results in a different way. This requires leaders to be frequently talking and listening to their people.



Maciej Fielek
JLL

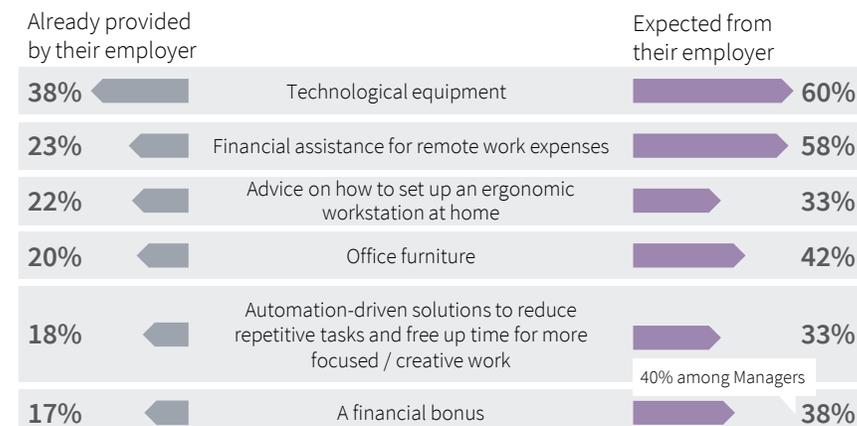
The greatest discrepancies of what is expected and what is given in remote work support are in financial assistance, technology, and office equipment.

6 in 10

employees expect to be supported with technology and financial assistance for expenses linked to remote work. Less than 4 in 10 currently benefit from these types of initiatives.

Global insight

Hybrid-work support: current practice vs. expectations



Source: JLL Global Research | Workforce Preferences Barometer, June 2022



Insight #4

Hybrid work increases complexity while providing employees with a greater sense of commitment and autonomy

ASPIRE leaders' insights

- **Forcing employees to come back to the office doesn't work** unless you offer special treatment and provide the reason.
- Most organisations have defined guidelines for hybrid but **local managers have a key role in deciding the way of work.**
- **Senior staff** is offered a significant degree of flexibility. Work from the office is considered essential experience for **newcomers** (induction, corporate culture, getting to know each other).
- **Soft skills becoming essential** in hybrid collaboration.

How market leaders handle hybrid collaboration?

- Staying connected with their people and involving them in discussion (both remote and on-site).
- Being respectful of employees' preferences on collaboration.
- Setting the rules and leading by example how hybrid collaboration is performed.
- Creating hybrid protocols and rituals for their teams.
- Sharing responsibility with the team on the purpose of a meeting.



The commitment of leaders and the example they set play a crucial role in encouraging employees to embrace hybrid and come to the office on an agreed basis.



Sylwester Wiśniewski
Qurate Retail Group



Effective collaboration in hybrid relies on "the 3Rs". Defining Reason to work from the office. Rules how the collaboration is performed, and hybrid Rituals set by leaders and their teams.



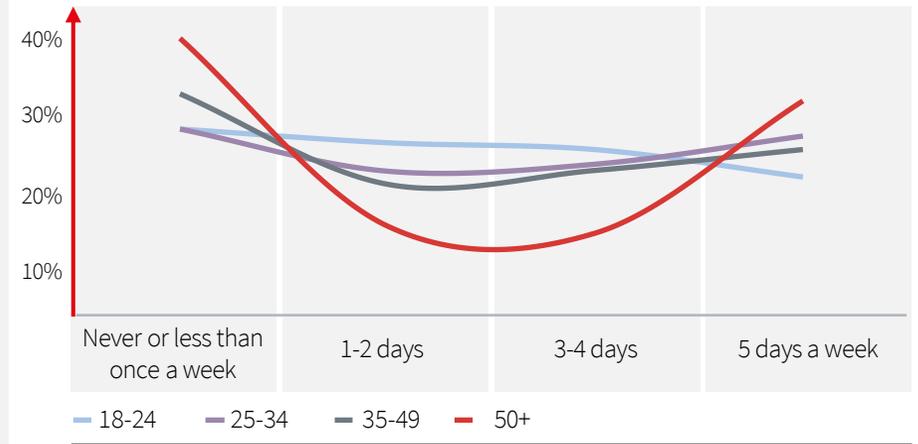
Łukasz Czajkowski
JLL

Flexible workstyle is especially appreciated by

- **Managers (75%)**
- **Gen Z (73%)**
- **Gen Y (69%)**
- **Caregivers (66%)**

Global insight

Remote-work adoption by age:



Source: JLL Global Research | Workforce Preferences Barometer, June 2022

Conclusion

The Pandemic set flexibility standards, forcing organisations and employees to adjust to change quickly and with minimal thinking or planning. Two years on from the beginning of the Pandemic almost all companies consider a hybrid model of working as the future.

Flexibility is now more **widely recognised** than ever before. Employees demand **unambiguous leadership decision – making** as well as **mental** and **technological assistance** in the **continued adoption of remote work**.

On the other hand, a window has opened for organisations to **reconsider their value offer** and for executives to **prioritise employee well-being**. By doing so, they will make sure ‘hybrid’ translates into empowerment and fulfilment.

Thank you to all



A big thank you to all the leaders that shared their insights to help produce this report. By sharing we create a community resource for all.





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