The New Hybrid Workplace Built on Resilience

July 14, 2022
Speakers

Michael Thompson
Moderator
National Alliance of Healthcare Purchaser Coalitions

Jan Bruce
CEO & Co-founder
meQuilibrium

Jeanne Meister
Executive Vice President
Executive Networks
The New Hybrid Workplace

Authored by Jan Bruce and Jeanne Meister

A joint study between meQuilibrium and Executive Networks
TODAY’S SPEAKERS

JAN BRUCE
CEO and Co-founder
meQuilibrium

Serial Entrepreneur
Health & Resilience Expert

c-o-author of meQuilibrium: 14 Days to Cooler, Calmer, and Happier

Forbes Contributor

JEANNE MEISTER
Executive Vice President,
Executive Networks

Founder, Future Workplace

Future of Work Expert

Author of three books including, “The Future Workplace Experience”
We prepare people for the challenges of work... and life.

We make building **ORGANIZATIONAL RESILIENCE** scalable and engaging with a science-based SaaS coaching solution that drives measurable performance results.
ABOUT EXECUTIVE NETWORKS

Executive Networks is the leading Global HR Peer Network organization with one Peer Network for each major HR job role starting with CHRO. A growing HR Peer Network is Global Total Rewards Network.

Learn more: www.executivenetworks.com

ABOUT FUTURE WORKPLACE ACADEMY

Future Workplace Academy® is a portfolio of online courses upskilling HR, Talent, and Learning team members for the future of work. All online courses award learners SHRM and HRCI recertification credits. Four courses have won awards from Brandon Hall, Employee Experience, Using AI 4 HR, Now and Future of VR and Nurturing Well-being.

Learn more: www.futureworkplace.com/academy
Survey of over 900 HR leaders, managers and individual contributors in a variety of work environments.
Five Key Insights

#1 A mismatch between employees’ actual and desired work environments threatens their wellbeing.

#2 In an uncertain world, clarity and transparency are critical when communicating hybrid work guidelines.

#3 Conflicting views of the best work environment for career, culture, and performance exist across generations and job levels.

#4 After two years of constant crisis and social upheaval, positivity ranks as a key attribute needed to adapt to a changing environment.

#5 Organizations that fail to provide adequate support for all work environments risk damaging employee morale and retention.
Poll:

Are you working in a hybrid work environment today? (working part time on-site/in-office and part time remotely)

A. Yes
B. No
Key Finding #1:

A mismatch between actual and desired work environments threatens employee wellbeing.

- % who Agree/Strongly Agree that they...
  - are connected to their company's mission and vision
  - feel connected to their job
  - experience more positive than negative emotions
  - would change their work-life balance if they could
  - have a hard time getting motivated in the morning
  - feel burned out from responsibilities and commitments

- % likely to look for a job in the next 12 months
Key Finding #1

What can your organization do?

Address mismatches in actual and desired work environments head-on.

• Engage in deep listening with all employee segments to understand preferences for their optimal work environment.
• Reach consensus on which job roles are ripe for remote, hybrid, and fully on-site work.
• Encourage team leaders to lead with empathy as they talk with employees about their work environment preferences.
• Find positive ways to improve morale, work/life balance, and other issues if work environments are unable to align to an employee’s preferences.
Key Finding #2: __________

Transparency and clarity in communicating hybrid work guidelines are critically important
What can your organization do?

Key Finding #2

Set Guardrails for Hybrid Work.

• Apply empathy, a focal point of resilience, as a core cultural value in the hybrid workplace.
• Provide team level autonomy for achieving flexibility rather than top-down direction.
• Define core working hours during the day that accommodate varying time zones and work environments.
• Discuss and agree on policies for communicating transparently with team members after work hours to build trust.
Poll:

Does your organization have guidelines on how to work successfully as a hybrid worker?

A. Yes
B. No
C. Yes, but I am still not clear about the guidelines
Key Finding #3:

There are conflicting views on what makes the best work environment
What can your organization do?

Understand the conflicting perceptions of optimal work environments and promote career advancement in all settings.

Key Finding #3

• Confirm your organization is providing the right set of technology tools for on-site, remote, and hybrid workers, so they can easily collaborate and participate in synchronous brainstorming.

• Ensure equitable access to career development opportunities for on-site, remote, and hybrid workers.

• Define core team hours (in person and remote) that align to time zones rather than physical locations.

• Train leaders in how to manage employees they rarely see in-person.
Key Finding #4:

Positivity is key to deal with change

How to Deal With Change

- Positivity: 39%
- Stress Management: 22%
- Focus: 15%
- Empathy: 3%
- Emotional Intelligence: 11%

Resilience has individual and organization impact:

For individuals:
- Provide tech enabled solutions to build resilience & well-being

For Organizations:
- Businesses with resilient employees outperform the market.

‘Among meQuilibrium’s largest publicly traded customers, those companies with the highest resilience at baseline outperformed the Dow Jones Industrial Index (DJIA) by 116% from December 2018 - December 2020.’
What can your organization do?

Probe levels of satisfaction and positivity among your workforce.

Key Finding #4

- Demonstrate resilience and develop this skillset within others to build trust and transparency.
- Exhibit, recognize, and reward positivity in the workplace.
- Understand the concept of realistic optimism and how this can drive greater levels of positivity among employees.
- Examine how employee recognition programs can be re-imagined to nurture employee positivity.
Key Finding #5:  

Providing support for all work environments is key to employee morale and retention

Different employee groups agree: Their organizations value on-site work the most

- 56% of our total sample says their organization places more value on on-site work.
- 61% of business leaders say their organization places more value on on-site work.
- 54% of HR leaders say their organization places more value on on-site work.
- 53% of individual contributors say their organization places more value on on-site work.
What can your organization do?

Identify the level of support your organization needs to provide for all workers in all work environments.

Key Finding #5

- Invest in tech-enabled wellbeing solutions for all employees, regardless of where they work.
- Elevate wellbeing as a core component of employee experience that all leaders must support.
- Consider expanding wellbeing beyond the individual employee to the employee’s family unit.
- Find creative ways to communicate the holistic importance of employee wellbeing on a regular basis.
Overall what are the ways your organization is enhancing employee well-being?

A. We are engaged in on-going employee listening to understand the state of employee well-being
B. We are exploring investing in tech enabled well-being solutions
C. We are expanding well-being solutions to employee’s family unit
D. We are providing training to support wellbeing of employees
E. We consider employee well-being to be a leadership competency leaders need to demonstrate

Share in chat what your organization is doing!
CASE STUDY

Genentech
A Member of the Roche Group

• Biotechnology
• 22,000 US Employees
• COVID-19 forced large-scale rapid transformation

THE CHALLENGE

Certain groups of employees were on the frontline on site, others working remotely and, for many, a reprioritization of work to address the virus.

Leaders could see that ability to perform as a company was dependent on the resilience and wellbeing of their workforce.

Needed to activate managers with tools and data to take action, quickly.

IMPACT & OUTCOMES

30% DECREASE IN BURNOUT RISK

72% IMPROVEMENT IN STRESS MANAGEMENT

38% IMPROVEMENT IN EMOTION CONTROL

40% IMPROVEMENT IN WORK-LIFE BALANCE

Leverage manager insights to understand challenges, how to relate to the various work environments.

Build manager/leader cohorts around resilience factors.

Incorporate meQuilibrium data and insights into well-being strategy.

23% RESILIENCE IMPROVEMENT
Discussion

Michael Thompson
Moderator
National Alliance of Healthcare Purchaser Coalitions

Jan Bruce
CEO & Co-founder
meQuilibrium

Jeanne Meister
Executive Vice President
Executive Networks

Contact info:
Jan Bruce: Jan@meQuilibrium.com
Jeanne Meister: jmeister@executivenetworks.com

Download at meQuilibrium.com/HybridWork
Upcoming Webinars and Meetings

**Mental Health Index U.S. Worker Edition: Q2 2022 Update**
July 22, 2022, noon-12:30 p.m.

**Townhall: Better Health Now: Relooking at Primary Care Strategy**
August 4, 2022, 2 p.m. -3 p.m.

**Annual Forum**
November 7-9, 2022

*All times are ET*