

# *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

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

Forbes Contributor



**JEANNE MEISTER**  
**Executive Vice President,**  
**Executive Networks**

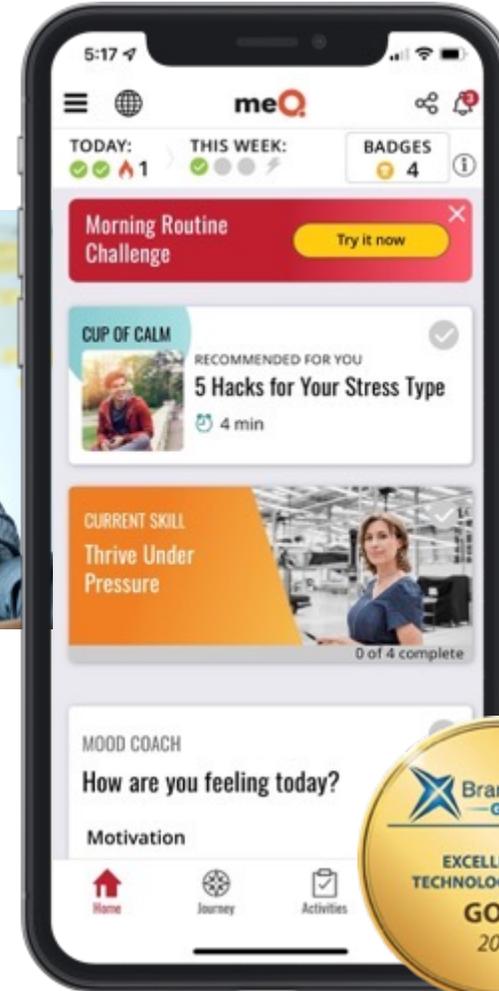
**Founder, Future**  
**Workplace**

Future of Work Expert

Author of three books including,  
"The Future Workplace  
Experience"

## About meQuilibrium

# 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](http://www.executivenetworks.com)

## **ABOUT FUTURE WORKPLACE ACADEMY**

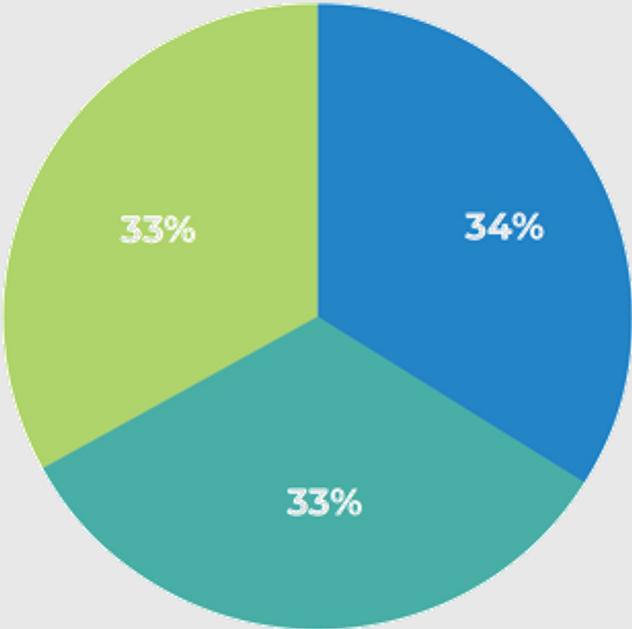
Future Workplace Academy® is a portfolio of online courses upskilling HR, Talent, and Learning team members for the future of work. All online courses award learners SHRM and HRCI recertification credits. Four courses have won awards from Brandon Hall, Employee Experience, Using AI 4 HR, Now and Future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

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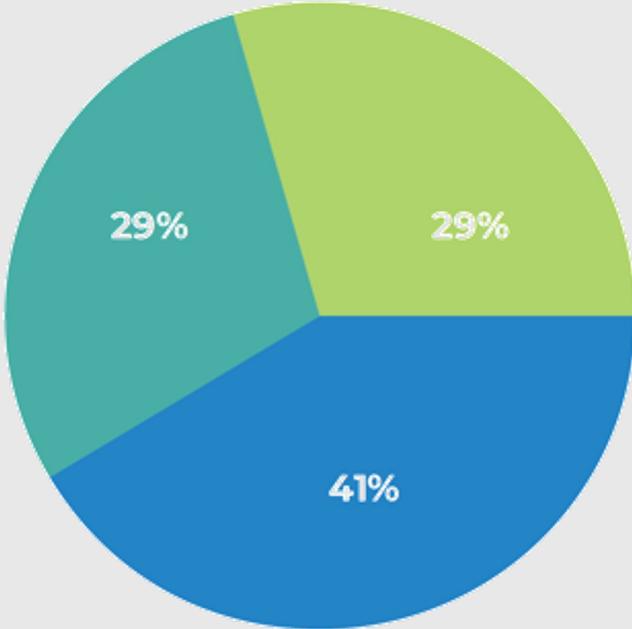
# Survey of over 900 HR leaders, managers and individual contributors in a variety of work environments

Employee Type



- HR Leaders: 34%
- Business Leaders: 33%
- Individual Contributors: 33%

Individual Work Environment



- I work fully remote: 29%
- I work fully in the office/onsite: 41%
- I work in a hybrid environment of both on-site and remote: 29%

# 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.**

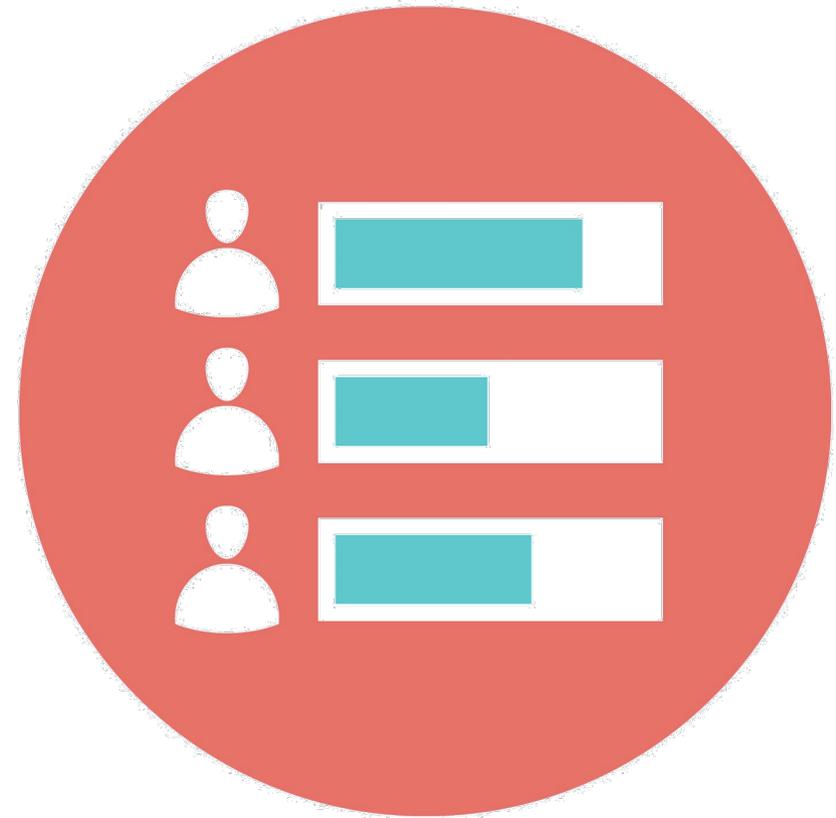
**#5 Organizations that fail to provide adequate support for all work environments risk damaging employee morale and retention.**

# Poll:

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

A. Yes

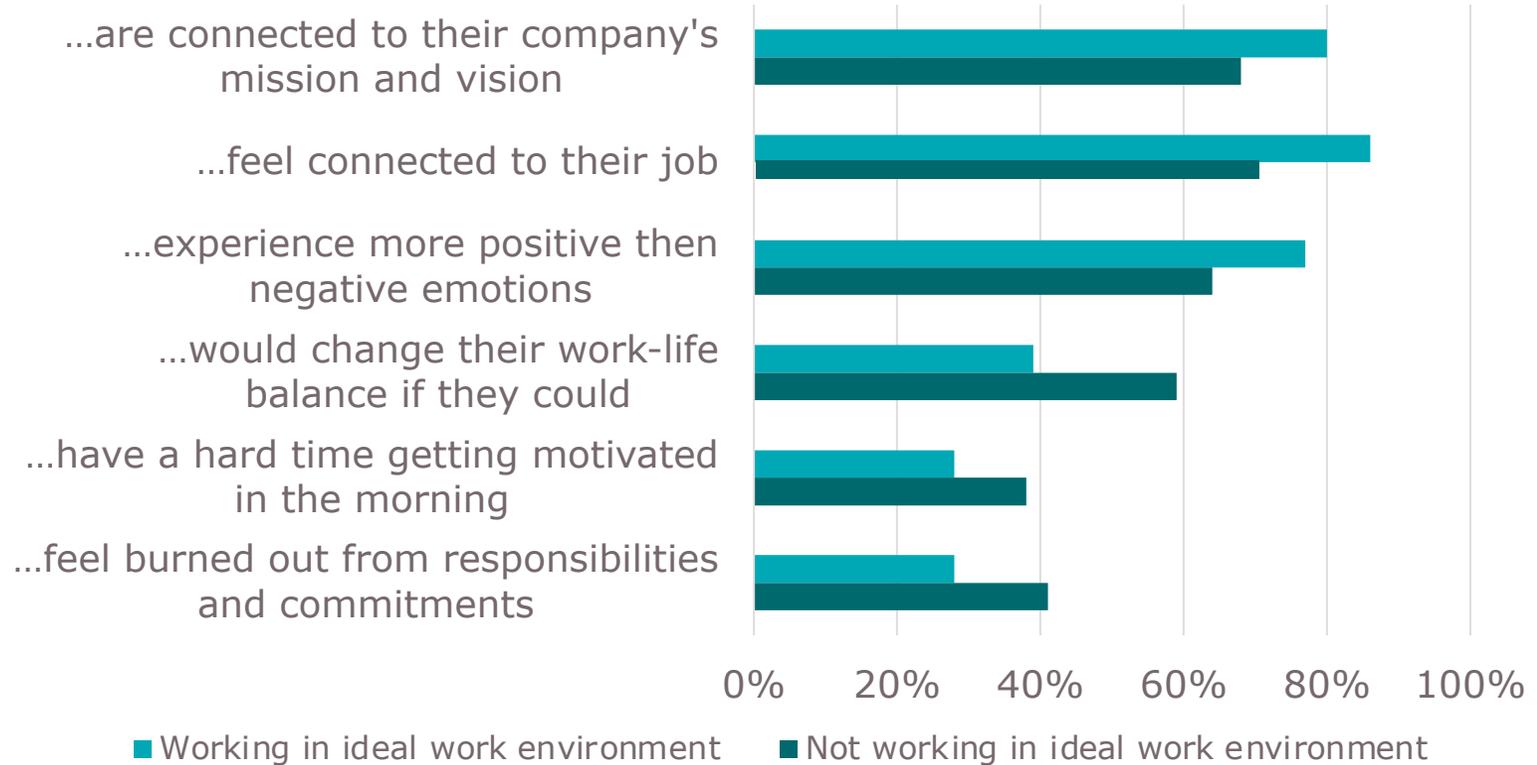
B. No



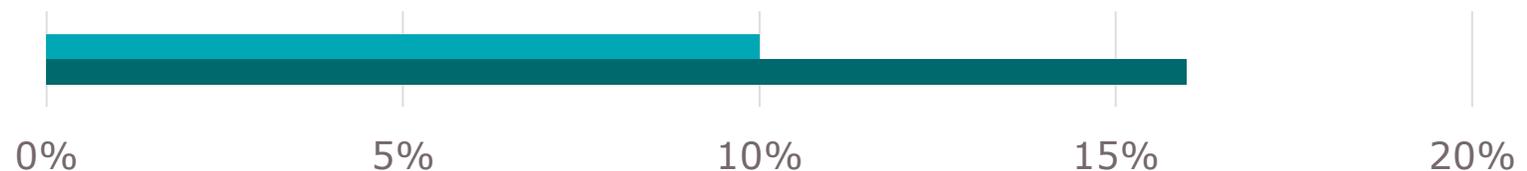
# Key Finding #1:

A mismatch between actual and desired work environments threatens employee wellbeing

## % who Agree/Strongly Agree that they...



## % likely to look for a job in the next 12 months



## Key Finding #1

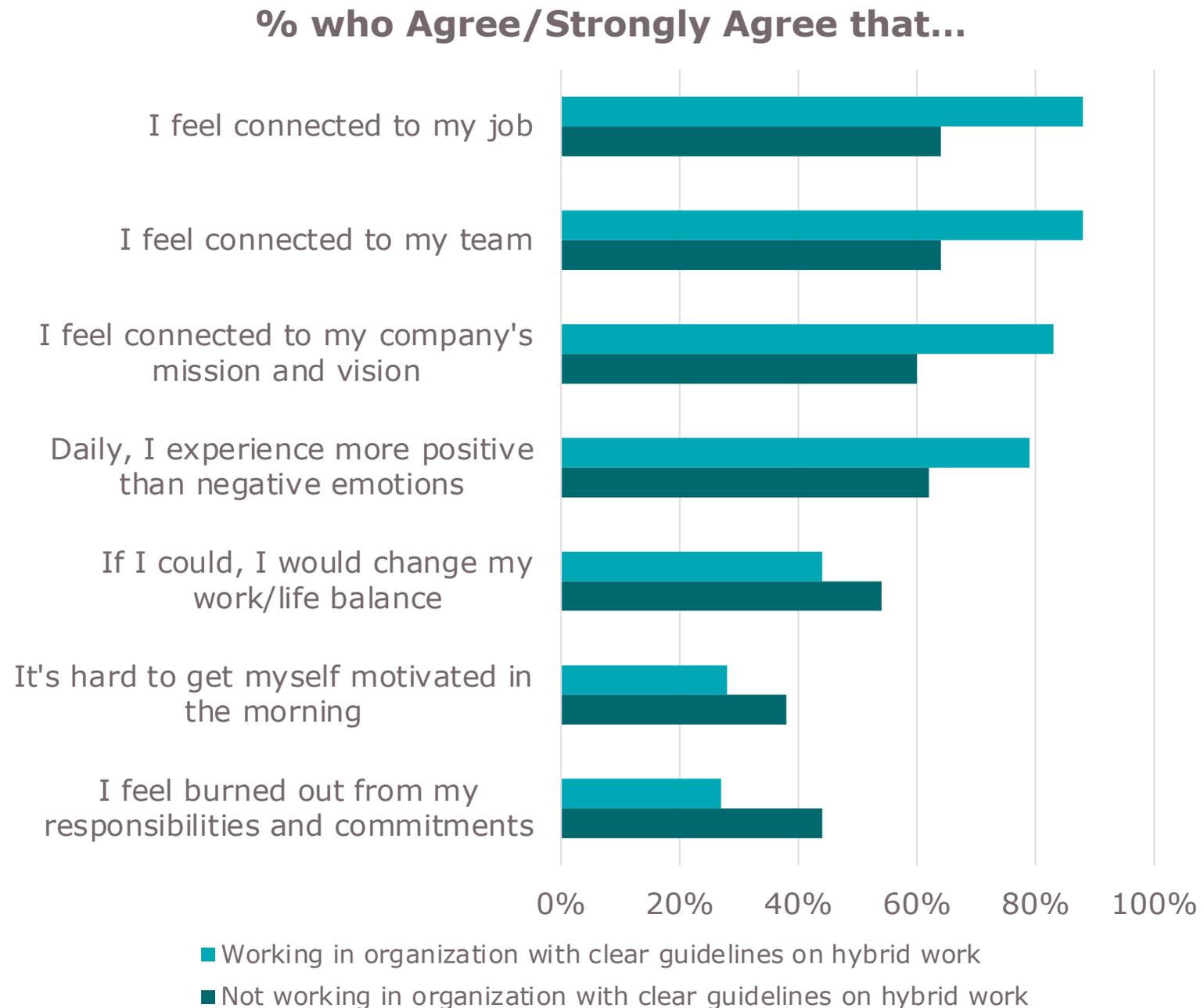
# What can your organization do?

**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



## Key Finding #2

# What can your organization do?

## 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.

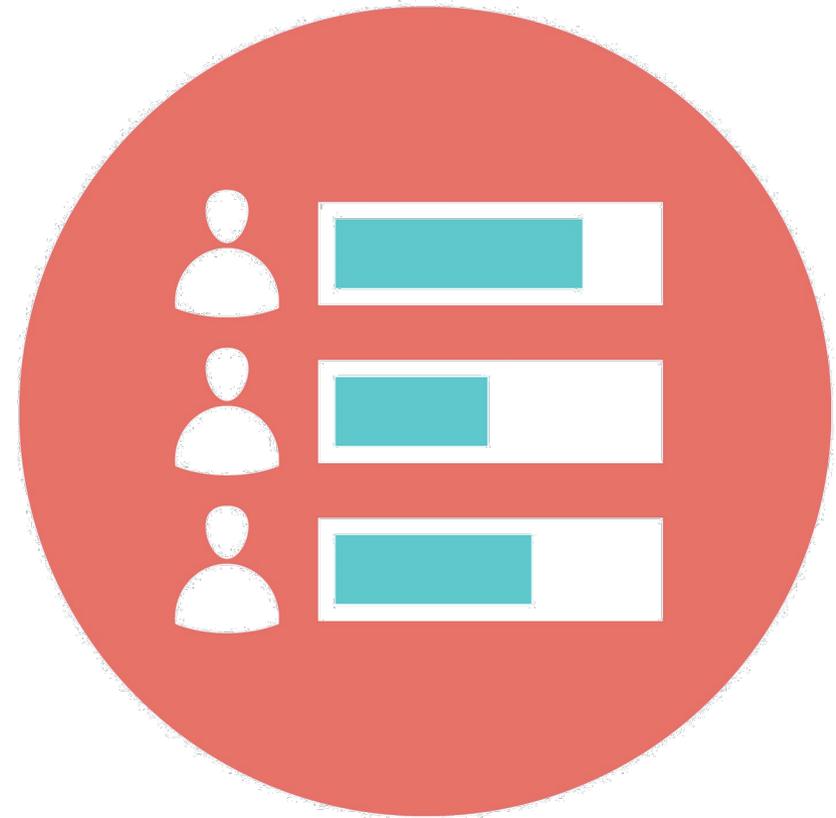
# Poll:

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:

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There are conflicting views on what makes the best work environment

## The Career Conundrum of Hybrid Work

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32% of employees prefer a hybrid work environment

but 43% view in-person work as the best for career advancement

63% of business leaders say their organization supports all types of work environments equally

but only 55% of employees agree



## Key Finding #3

# What can your organization do?

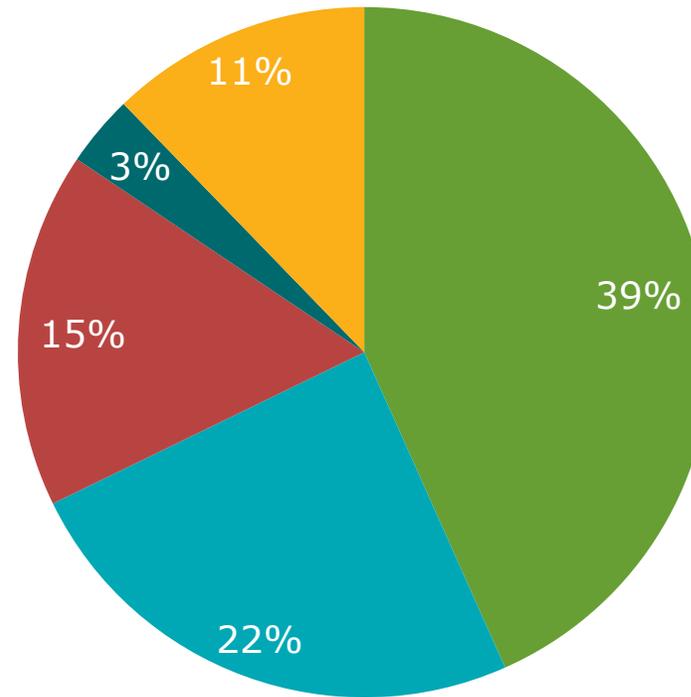
**Understand the conflicting perceptions of optimal work environments and promote career advancement in all settings.**

- 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
- Stress Management
- Focus
- Empathy
- Emotional Intelligence

**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.'*

## Key Finding #4

# What can your organization do?

**Probe levels of satisfaction and positivity among your workforce.**

- 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**

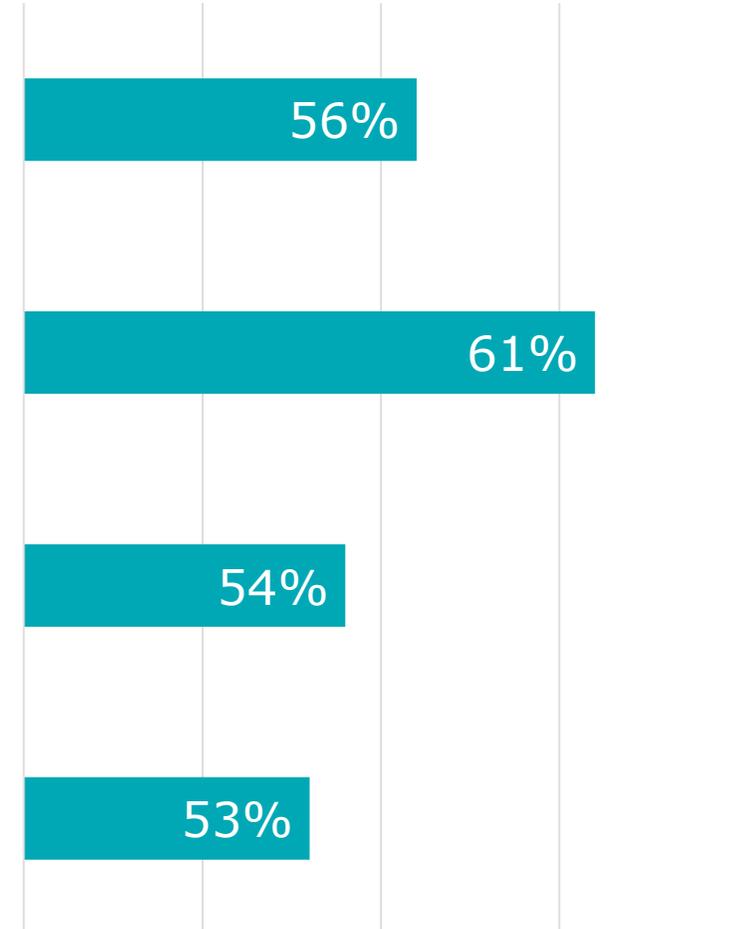
### Different employee groups agree: Their organizations value on-site work the most

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.



## Key Finding #5

# What can your organization do?

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

- 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.

# Poll:

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

**23%**  
**RESILIENCE  
 IMPROVEMENT**



## THE CHALLENGE

## IMPACT & OUTCOMES



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.

**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

# Discussion



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Download at  
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# 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*

