



Hybrid working

In the past year, we have acquired new tools and skills to work from home. Work is no longer a place but an activity. Many employees have developed a taste for a more flexible working life, and as a company and as managers, you should therefore consider how work is to be structured going forward.

One thing is certain: work structures have changed and so have the employees' expectations of flexibility. But what is the right solution for your company?

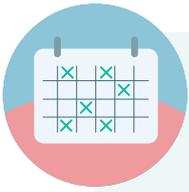
Now is the perfect opportunity to arrange your work so it accommodates your employees and enhances your productivity and work enjoyment. Going back to "normal" poses a potential risk, but so does letting your employees decide for themselves.

You will find below our recommendations on what you should consider when you decide on your future work structure. These recommendations were compiled in collaboration with experts Pernille Garde from Take Back Time and Jesper Riedel and Peter Djurup from Hybridledelse.dk.



1. Seek inspiration and analyse your company's needs

What have other comparable companies done? It may vary a great deal how suitable individual workplaces are to adopt a hybrid work structure, even within the same organisation. Some departments may be ideal for hybrid working, while other departments may not be. We are all in the same boat right now, and there are many different models to learn from. Bear in mind that there is no one-size-fits-all solution suitable for all companies. You should also consider what has worked particularly well at your company.



2. Establish a clear framework for hybrid working

Be aware that structure provides a sense of security, and complete self-determination is likely to be difficult to manage. It is important to set up some organisational “corner flags”, so you provide flexibility within a clearly-defined framework.

Example I: You should give your employees the opportunity to work from home two to three days a week. Leave it up to the individual team to arrange when and how.

Example II: You could choose to have “Work-Away Wednesdays” or “Flexible Fridays” where employees work within a special flexible framework. It might be arranged, for example, that no meetings are to be held on these days, which are to be used for tasks requiring full concentration.



3. Make sure everyone is on board

Listen to your employees’ preferences and make allowances for individual needs. Your employees are likely to have different preferences and needs. Some might prefer to work from home permanently, while others might want to work at the workplace full time. Try to accommodate individual needs while staying true to the agreements made within the organisation or in your team. Communicate broadly and clearly, so everyone understands how the opportunities of hybrid working will be of great benefit. Have patience with your employees. Adapting to change always takes time.



4. Prioritise the management task

It requires targeted efforts to build a strong team spirit within hybrid teams. In the coming period, management will be a complex task with many dilemmas. Managers need to learn how to navigate between two worlds and also find ways to have frequent, short, informal interactions online with employees who are rarely in the office. It is therefore crucial to free up the manager’s time, allowing he/she to focus on getting the employees and the company adjusted to the new reality.



5. Make the office attractive

When the employees have more flexibility to work from home, you should reconsider how you can arrange the office to ensure that it functions optimally. Consider how to foster creativity when you are together in the office. How can you strengthen team spirit and promote cohesion? How can you make it more attractive to be in the office, and do you have the framework to hold meetings when some members of the team are working from home?



6. Be open to new ideas

We are all in uncharted territory, and it is important that you do not set things in stone too quickly. It is okay for managers to try out different things. Test and evaluate frequently. Measure regularly not only employee satisfaction, but also your company’s productivity and cohesion.