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WHITEPAPER

# The Hybrid Future of Work Today



# The Case for Hybrid



**Work is a thing you do,  
not a place you go.**

ECONOMIST SIR GUS O'DONNELL <sup>[1]</sup>

The pandemic gave us a glimpse of a world in which the workforce is free to work remotely.

With the worst of the pandemic behind us, the time has come for leadership to decide to what extent they want to make a temporary measure borne out of necessity into the new normal.

Cisco Director of collaboration Vaughan Klein reported that between 2015-2020 the reduction in real estate footprint enabled by "the shift to hybrid working had generated cost savings (for Cisco) in the region of \$500m." <sup>[2]</sup>

But reducing overheads is just one of the compelling benefits of adopting the hybrid work model.

## Terms and Definitions

### On-premise work model

Employees work in an office, shop, or any other facility provided by the employer.

### Remote/Remote 1st/Remote only work model

Employees work from a location other than one provided by the employer, typically from home.

### Hybrid/Flexible work

Some employees work remotely while others are based on-premise. Strictly speaking, flexible work means the freedom to choose whether to work remotely or on-premise. However, the term Hybrid work has expanded to include the idea of flexible work.

## Attracting talent

Even prior to the pandemic, numerous surveys had confirmed that the freedom to work from home had become a priority for many job applicants.

In 2019, 83% of respondents to the annual International Workplace Group survey confirmed that the ability to work flexibly at least some of the time would be the deciding factor between two similar job offers.

32% of respondents went further by stating that being free to choose their work location would matter more to them than a prestigious role within their company.

The study also highlighted the value to recruiters of being able to offer flexible work to applicants. 75% of respondents said that their companies were already offering it to attract younger workers. <sup>[3]</sup>

**83%**

would choose the flexible job

**32%**

prefer flexibility over prestige

**75%**

use flexibility to attract younger employees



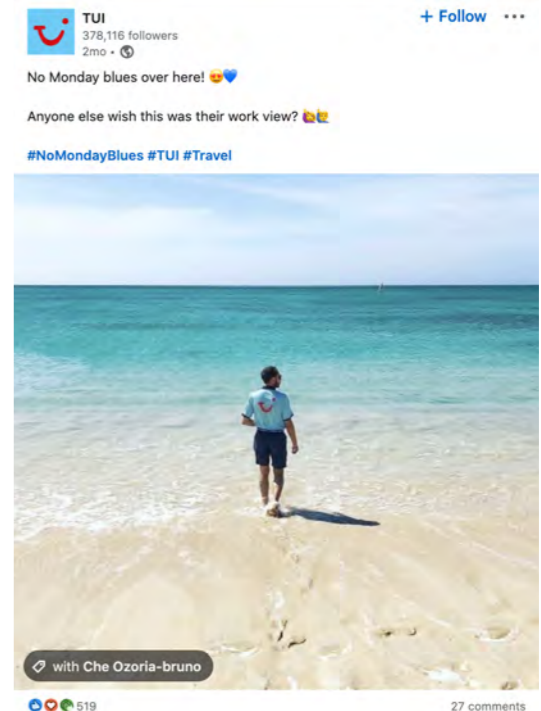
## Achieving diversity goals

To appreciate how adopting the hybrid work model is a pathway to a more diverse workforce, you only have to consider the challenges presented by the conventional on-premise model to groups like mothers with young children, the elderly, and the disabled.

Confirmation that the hybrid work model can help organizations become more diverse came in the 2018 McKinsey report on diversity in the workplace.

Four out of five respondents from companies in the top quartile for gender diversity in the executive team confirmed that the option of flexible work had played a critical role in improving diversity. <sup>[4]</sup>

## TUI pitching remote working as an employee benefit



## Recruiting without borders

Adopting a hybrid work model is a game-changer for recruiters competing for scarce or highly in-demand skill sets.

It allows them to tap global job markets and remote regions.

As LinkedIn Chief Economist Karin Kimbrough noted, "Companies in major cities can hire talent from under-represented groups that may not have the means or desire to move to a big city. And in smaller cities, companies will now have access to talent that may have a different set of skills than they had before."<sup>[5]</sup>

**The way we have adapted to working during the pandemic has shattered antiquated assumptions about work design.**

GARTNER INC, 2021<sup>[6]</sup>

## More scalable, resilient, and sustainable operations

In contrast to the on-premise model, the hybrid model allows for a workforce that is far less vulnerable to stoppages brought about by disruption to offices or the ability to commute.

As confirmed by a 2019 Confederation of British Industry survey, on average, employees lose 2.7 work hours per week due to travel disruption and delays when commuting to and from work.<sup>[7]</sup>

The ability to recruit without borders also allows organizations to be far more scalable and able to maintain 24/7 operations.

Finally, the hybrid model can allow organizations to be more environmentally friendly.

The Centre for Research into Energy Demand Solutions at the University of Sussex confirms that in many cases, home working, as compared to undertaking the daily commute, can reduce our personal emissions by up to 80%.<sup>[8]</sup>

**U.S. Talent Shortages at Ten Year High with 69% of employers struggling to fill positions up from just 14% in 2010**

MANPOWER GROUP, FEB 2020

SCALED  KRs

# The Challenges

**The case for a permanent switch to a hybrid work model is a powerful one. Despite this, the leadership of many companies have yet to commit fully. The issue is that while the challenges involved are understood, they are not easy to solve.**

## The struggle to align workforce with strategy

Communicating the mission and strategy to the workforce as a whole is not easy for leadership under normal circumstances, particularly in large organizations with layers of hierarchy and international operations.

A hybrid workforce only adds to the communication challenge of keeping everyone aligned with strategy. While for the workforce, it becomes even more challenging to understand how their efforts fit into the the big picture.

As a knock-on effect, it also becomes harder for the organization to achieve strategic agility as defined by the ability of the organization to respond to strategic challenges and opportunities flexibly.



## Isolation, division, and information overload

In the office, it's easy to consult with nearby teammates and managers. We take this informal, often non-verbal communication for granted. But without it in today's fast-paced business environment, staying on top of team, company, and process developments becomes a real challenge.

Consequently, for new employees, remote working means it takes them far longer to acquire the tribal knowledge required to come up to speed and become productive.



For remote workers in general, the sense of isolation can give rise to feelings of dislocation. It can even leave them feeling like second-class citizens compared to office-based counterparts. This can easily culminate in a divided workforce.

Unfortunately, trying to compensate with more meetings and increasing the information flow can backfire by adding to distractions and the danger of burnout rather than mitigating the problem.

## The "Trust Issue"

As testified by Parker, Knight, and Keller, writing for the *Harvard Business Review*, studies confirm that managers accustomed to seeing "their direct reports sometimes struggle to trust that their employees are indeed working."

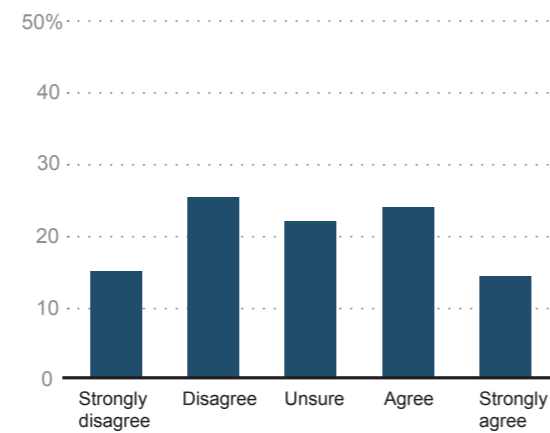
They added that negative attitudes "seemed to spill over into the way managers perceived their own employees", leading them to question their competence, knowledge, and essential skills.<sup>[9]</sup>

Contrary to what many believe, this is not a straightforward technological challenge of implementing remote monitoring systems to recreate the oversight that managers take for granted in the on-premise environment.

The problem is that staff inevitably perceive more monitoring as micro-management. The disengagement that follows sets the stage for making the old idea that employees work better in the office a self-fulfilling prophecy.

### What Managers Believe About Remote Worker Performance

Percentage of managers who agree/disagree with the statement: "The performance of remote workers is usually lower than of people who work in an office setting."



Source: Center for Transformative Work Design survey of 215 global supervisors between April 21, 2020, and May, 2020, *Harvard Business Review*

## The Solution

**Objectives and Key Results (OKRs) is a lightweight goal-setting framework used by individuals, teams, and organizations.**

OKRs are associated with numerous hyper-growth companies, including Google, Adobe, LinkedIn, and Airbnb.

It's an association that has contributed to the ever-increasing popularity of the framework and uptake well beyond the confines of the tech sector.

When OKRs are used in combination with the Gtmhub Results Orchestration System, the challenges that stand in the way of a successful permanent transition to the hybrid model can finally be resolved.

Three of the key outcomes that enable organizations to achieve this are the emergence of a results-orientated culture, enhanced alignment and initiative-taking, and setting the stage for the grass-roots formation of cross-functional teams.

**With the right resources people can be productive anywhere.**

— ACCENTURE 2021 FUTURE OF WORK STUDY



## Resolving the trust issue

*OKRs help resolve the trust issue by refocusing the relationship between managers and team members on outcomes rather than outputs.*

*Instead of managers assigning tasks, individuals and teams are encouraged to set their own objectives and formulate plans for achieving those objectives.*

In this process, managers become guides rather than task-masters, with the role of ensuring all objectives are measurable, ambitious yet achievable, and aligned with the needs of the business.

It is an approach based on an understanding of human psychology that recognizes fostering ownership of goals is the key to high levels of workforce engagement.

Micromanagement, output monitoring, and other measures designed to achieve compliance rather than commitment become obsolete. Free from such engagement-eroding measures, management can now focus on the rewarding task of helping staff achieve the goals that matter to the business.

As each quarter passes, and the results-orientated culture becomes increasingly embedded throughout the organization, the trust issue associated with managing remote workers becomes a non-issue from a bygone era.



## Eliminating the workforce divide

The OKR methodology encourages transparency while promoting a holistic view of the organization that goes well beyond job titles and organization charts.

Instead, the organization is seen as an interconnected network of individuals and teams, accountable for objectives that align to deliver strategic goals.

Crucially, it is a way of looking at the organization that allows everyone to identify the colleagues and teams behind the outcomes that concern them.

With everyone now able to identify colleagues with related or shared objectives, the stage is set for the grassroots formation of cross-functional teams and the breaking down of silos across the organization, regardless of where people are based.

As widescale cross-functional collaboration increasingly becomes the norm, the divide between remote and office-based workers is rapidly dissolved.







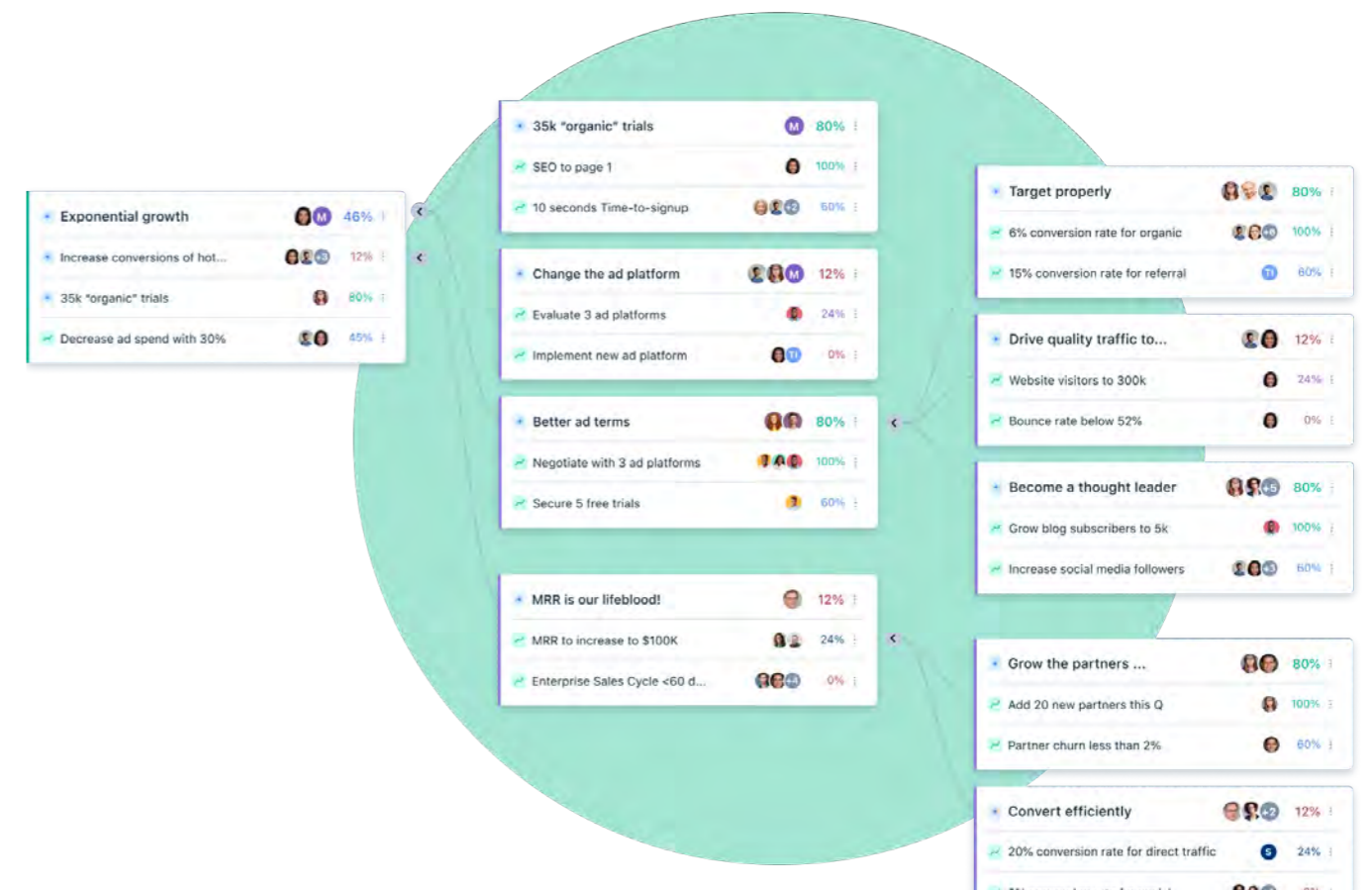
## Fostering alignment, initiative-taking, and a sense of purpose

The same OKR-enabled view that surfaces the teams and individuals responsible for outcomes also makes it easier for everyone to understand how they fit into the big picture, i.e., how their individual efforts contribute to strategic goals.

Now remote workers can stay just as aligned with business goals as on-premise workers, but without the need for more meetings and updates, eliminating the accompanying deflection from the job at hand and the potential for burnout.

An additional payoff is the individual and collective sense of purpose that arises from everyone finally being able to understand how what they do makes a difference to the organization's wellbeing.

Such an understanding also fosters the confidence within individuals to take the initiative to do better. When they do take the initiative, the emphasis on alignment with business goals leads to better decision-making.



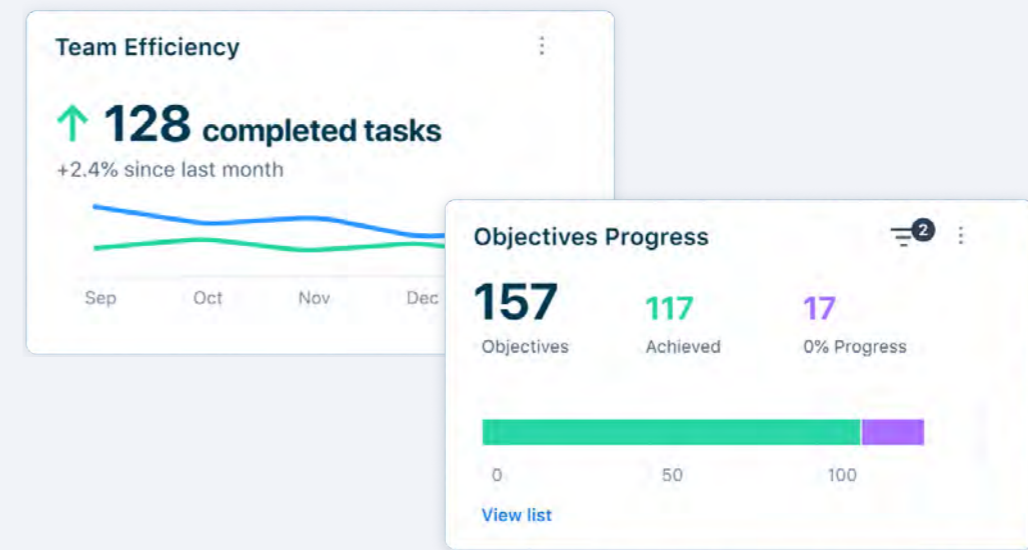
## The Gtmhub platform completes the solution

The Gtmhub platform's ease of use and automated updating are just two of the many features designed to ensure the adoption and scaling of OKRs across the enterprise is frictionless, engaging, and free from the association of tedious data entry.

Successful adoption of OKRs across the organization is key to embedding the results-oriented culture and eliminating the trust and engagement issues associated with the old paradigm of managers as task-masters.

Gtmhub's interconnected view of how objectives combine to deliver strategic goals, supported by real-time tracking of associated metrics, ensures remote workers can stay just as aligned with company goals and empowered to make data-driven decisions as their on-premise counterparts.

While features like Global Search and support for shared OKRs makes it easy for colleagues with shared objectives to identify each other, form cross-functional teams, and in doing so rapidly dissolve the divide between on-premise and remote workers.



**Gtmhub**

- OKRs All sessions
  - Q2 2022
  - Q3 2022
  - Annual OKRs
- Tasks
- Lists
- Reports
- Insights
  - Insightboards
  - KPIs
  - Data sources
- People
- Automation
- Marketplace

Insightboards / **Executive Reports**

Search

Confidence level | Status | Session | Team

**Monthly Recurring Revenue**

↑ **\$15,087,536.00**  
 +\$15,087,536.00 increase since last month

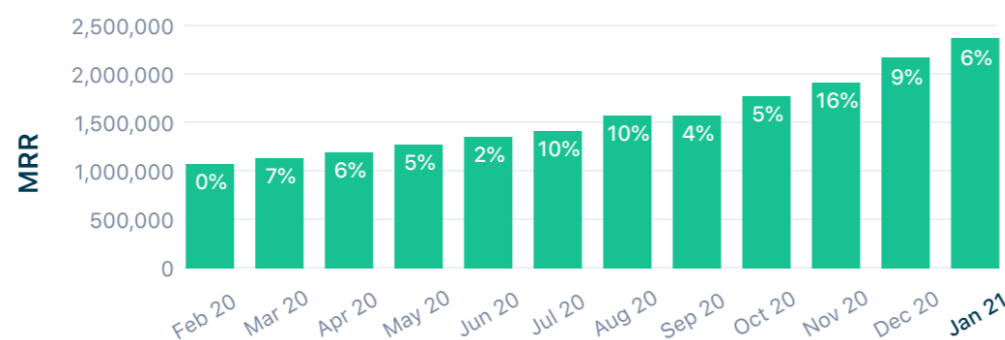
**Customers**

↑ **1560**  
 +59 increase since last month

**Churn**

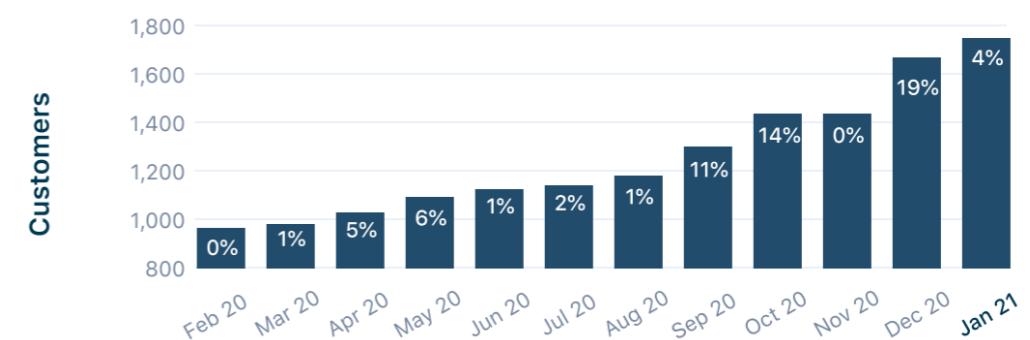
↓ **5 Customers**  
 -1 decrease since last month

**MoM MRR Growth**



6.5% Compounding Monthly Growth Rate

**MoM Customer Growth**



5.2% Compounding Monthly Growth Rate

## Getting OKR adoption right the first time around

We have invested in developing a Global Partner Network. It exists to enable our clients to identify the right consulting partner to help them efficiently embed OKR best practices and culture.

Today our network includes over 200 partners based in 25 countries across five continents. They range from global management consulting firms to individual consultants, and between them, they offer over 30 different types of services capable of addressing a broad range of needs.

Our partners help you achieve the business goals that inspired your transition to OKRs by ensuring your adoption program is successfully rolled out across all levels of your organization the first time around.

**200+**  
partners

**25+**  
countries

**30+**  
type of services



# In conclusion

The benefits of the Hybrid work model mean that it's here to stay. But until now, the problems associated with the transition to hybrid have been difficult to address.

By adopting OKRs supported by Gtmhub, organizations can transition to the hybrid work model while sidestepping the challenges that plague organizations that employ neither.

The ability for leadership to assess strategy as it plays out in real-time, high levels of workforce engagement and alignment with business goals, and fostering widescale cross-functional collaboration – these are just some of the additional outcomes that organizations can benefit from by adopting the solution.

**Would you like to explore how OKRs and Gtmhub can help your organization successfully transition to the hybrid model?**

## Let's talk

Company Email Address

Company URL



## Citations

1. OGC/DEGW publication *Working without Walls*, Gus O'Donnell, 2008
2. *Calculating the P&L of hybrid work*, *BBC.com*
3. *2019 International Workplace Group report*
4. *2018 McKinsey Delivering Through Diversity report*
5. *Talent Without Borders*, *IWG plc*, June 2021
6. *Redesigning Work for the Hybrid Future* Gartner ebook, August 2021
7. *CBI/Porter Novelli/Opinium survey*, 2019
8. *A systematic review of the energy and climate impacts of teleworking*, August 2020
9. *Remote Managers are having Trust Issues*, *Harvard Business Review*, June 2020

# About Gtmhub

For some companies, the mission is more than just a statement. It inspires and gives purpose to the organization. These are the companies we exist to serve. Gtmhub helps companies with missions that matter achieve those missions.

[Learn more](#)

## About Company Name

Company Description