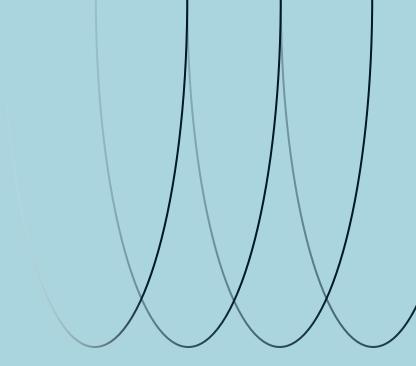# How does your hybrid workplace strategy stack up?

You've put a plan in place. Follow these three steps to figure out what to do next.

When the world shut down, IT teams all over the globe made hybrid happen almost instantaneously. A wi-fi connection and a computer were all that was needed to get white-collar employees back to work. But there's a lot more to think about today. From getting people back to the office, to figuring out how much space you need, to determining your portfolio strategy, there's a lot at stake in getting hybrid right.

More than half of organizations will make remote working permanently available to all employees by 2025, and more than three-quarters agree that offering hybrid working is critical to attracting and retaining talent, according to JLL research.

You may have implemented a hybrid workplace strategy early on, but is it working? Are your employees happy and productive? What about your balance sheet? Does the value of your real estate match the space you need?

Organizations that find the most success with hybrid are those that continually learn and refine their strategies as employee needs and preferences evolve. You can't improve office productivity if your employees can't easily book a conference room and get seamlessly connected in seconds. And you can't build a culture if those working from home don't feel a part of the latest brainstorm. You need a workplace and technology strategy that supports all employees, regardless of whether they are working at the office or remotely.

Revisiting and revitalizing your hybrid workplace strategy can unlock significant opportunities to heighten employee experience and engagement. It can also lead to a real estate portfolio that is more resilient, agile and aligned with your overall goals.

We've created a checklist that can help guide you through the process of measuring what is and is not working for your organization, while also sharing those strategies that can produce the greatest ROI on your office real estate.

1 Revisit your work-from-anywhere approach

- [ ] Revisit your business goals and tie your workplace program to measurable outcomes. Are you measuring employee productivity? Attraction and retention? Define your metrics.

- [ ] Survey employees across levels and positions to assess their level of satisfaction with your current hybrid workplace strategy. Uncover how and when they are using the office and if they prefer coordinated in-office team days or the flexibility that comes with individual choice.

- [ ] Determine whether and how you should modify office layouts to support how employees interact with the space. Incorporate support for employees' health and well-being when they're in the office, such as technology-free zones or meditation spaces.

- [ ] Assess whether employees have the resources they need to work remotely, whether in a home office, coworking space or other locations, and ensure equitable resources to support productivity.

- [ ] Implement a program of periodic follow-up employee "pulse" or sensing surveys, interviews and focus groups to stay on top of ever-evolving employee preferences and opinions.

- [ ] Make strategies and plans agile and flexible to respond to changes in employee preferences and the needs of your organization over time. Consider a flexible workplace strategy that allows employees to not only work where they are most productive, but also when.

2 Update your corporate real estate portfolio plan

- [ ] What's your current workplace strategy? How about three years from now? Assess your portfolio holistically to understand how different layouts and various office sizes could impact your workforce. Consider implications for office size and the types of workspaces to make available.
- [ ] Base plans on what's realistic or feasible given capital constraints, real estate market conditions, current leases and other obligations.
- [ ] As with business and workforce strategies, build flexibility into real estate portfolio plans to accommodate changes that may occur over time. Changes may be ongoing and incremental.
- [ ] Prioritize spending dollars on changes that provide the greatest ROI. Take advantage of current market conditions to consider previously unexplored options, such as adding subleases or coworking spaces.

3 Implement real estate changes at the office level

- [ ] When you are planning a significant rework to your office, such as adding or reducing the number of individual workspaces or small meeting rooms, it's helpful to appoint a dedicated program management office (PMO)—an individual or a team—to oversee the project. The PMO should oversee implementation and logistics, including workspace design and office technology upgrades.
- [ ] Include representatives from real estate, finance, HR, IT and the business in your program management office so work is coordinated and supports workplace behaviors as intended. The PMO also should work with other enterprise-level transformation or project management units to ensure that work is aligned with overall corporate strategies.
- [ ] Launch pilots to test modifications to office location, design and workplace policies related to when, whether and where employees can choose to work.
- [ ] Implement a change management process alongside every revision to your policies, practices and office layouts. Change management best practices founded on education and effective communication can help turn strategies into concrete plans that employees will embrace.

Learn from experience

Expect to see some variation in how employees use the office or would prefer to use the office. Three-quarters of employees globally come to the office to collaborate with coworkers and clients, facilitate in-person meetings, and build camaraderie. Yet, 15% of rank-and-file employees—and 18% of executives—use the office as a quiet space to focus on work. In your organization and within specific teams, these proportions may be different.

In addition, many organizations have found that needs and preferences vary by team and job role—a company-wide mandate is unlikely to be aligned with the needs of every team or individual. One team might want to spend Tuesdays and Thursdays together in the office, with more individual work on the other days of the week. Some teams might need to be in the office each day, and others only at certain times.

Discover how a hybrid workplace can work for you.

Click **here** to learn more.

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