

Squiggly Careers PodSheet



How to approach hybrid working

Finding freedom within a framework

Hybrid working gives people freedom and flexibility over where their work is done. It shouldn't matter where you are, for how your work is evaluated.

However, there are questions about how to make hybrid work fairly for everyone and more insight is needed into the longer-term impacts on organisational culture and belonging at work.



? What could hybrid look like for you?

The role of the manager has evolved. Today's manager...



Creates a culture of psychological safety



Personalises approach to individuals in their teams



Continually adapts to the changing world of work

“ In order to do it right, you need to remove the privilege or “brownie points” associated with presenteeism, and focus less on style and more on substance. ”

Dr. Tomas Chamorro-Premuzic

Ideas for Action for those implementing new modes of work

1 Create flexible, not fixed frameworks
There is unlikely to be a 'perfect' solution. Approach hybrid working with an open-mind. Experiment, learn and adapt.

2 Personalise hybrid working
Start by asking how people would prefer to work and give people options and ownership over what they can personalise e.g. number of days in the office.

3 Introduce structure by co-creating with teams
Some structure is still needed, whatever that looks like for your teams. Co-create a new code of work to give clarity and consistency to how the team works.

4 Relook at rewards
Impact and outcomes are more important than hours worked and number of outputs achieved. Make sure performance metrics measure what matters.

Coach Yourself Questions

? What could hold hybrid working back for you?

? How could your team or organisation approach a test and learn approach to hybrid working?

Recommended resources



[Thriving in the age of hybrid work](#)
Dr. Tomas Chamorro-Premuzic



[Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy](#)
Amy C. Edmondson



[Why do so many incompetent men become leaders?](#) Provocative talk by psychologist Dr. Tomas



[Psychological Safety with Amy C. Edmondson](#) Squiggly Careers Ask the Expert #151

Amazing if