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From automation to zedonks: the forces shaping the future hybrid workplace
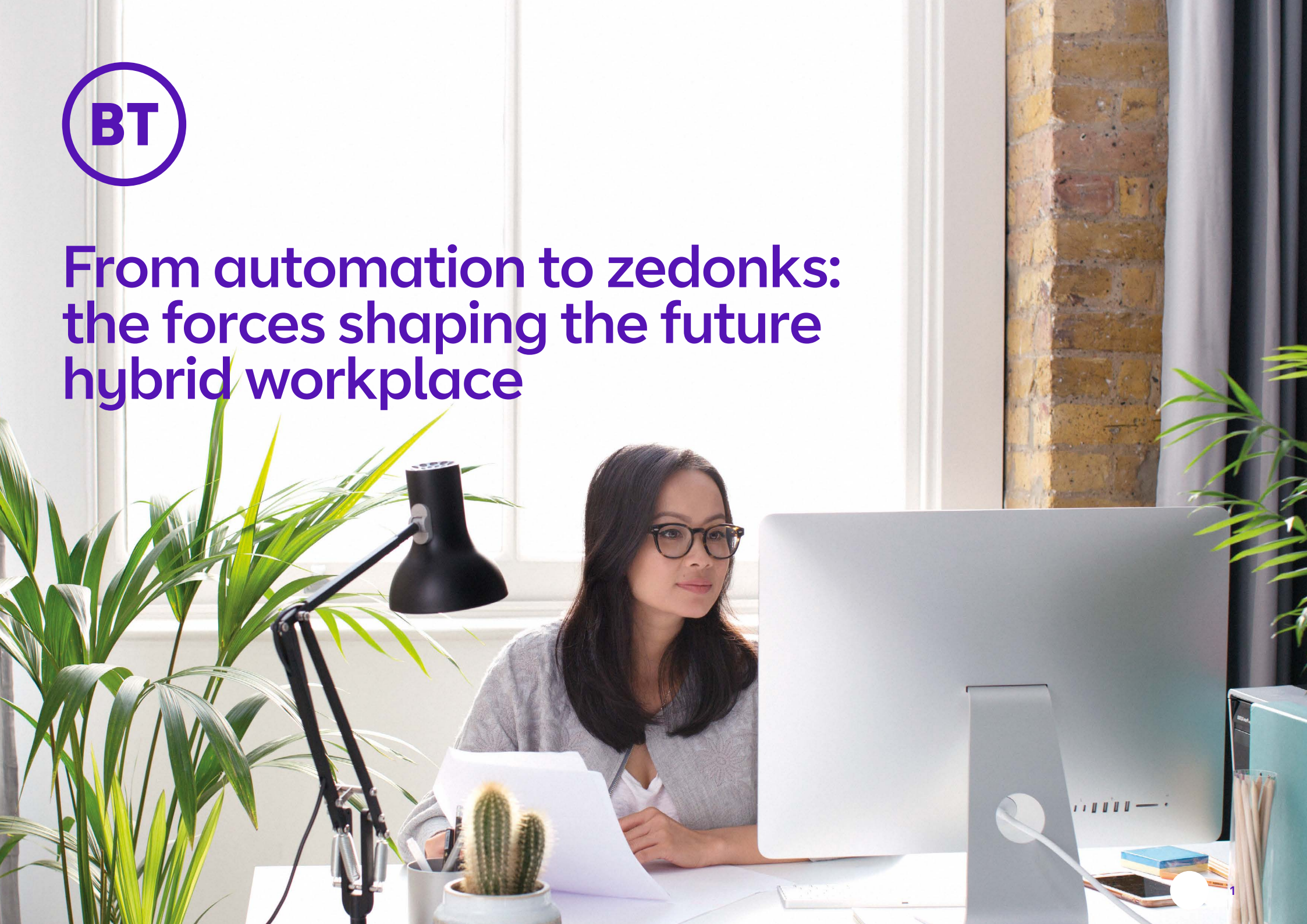
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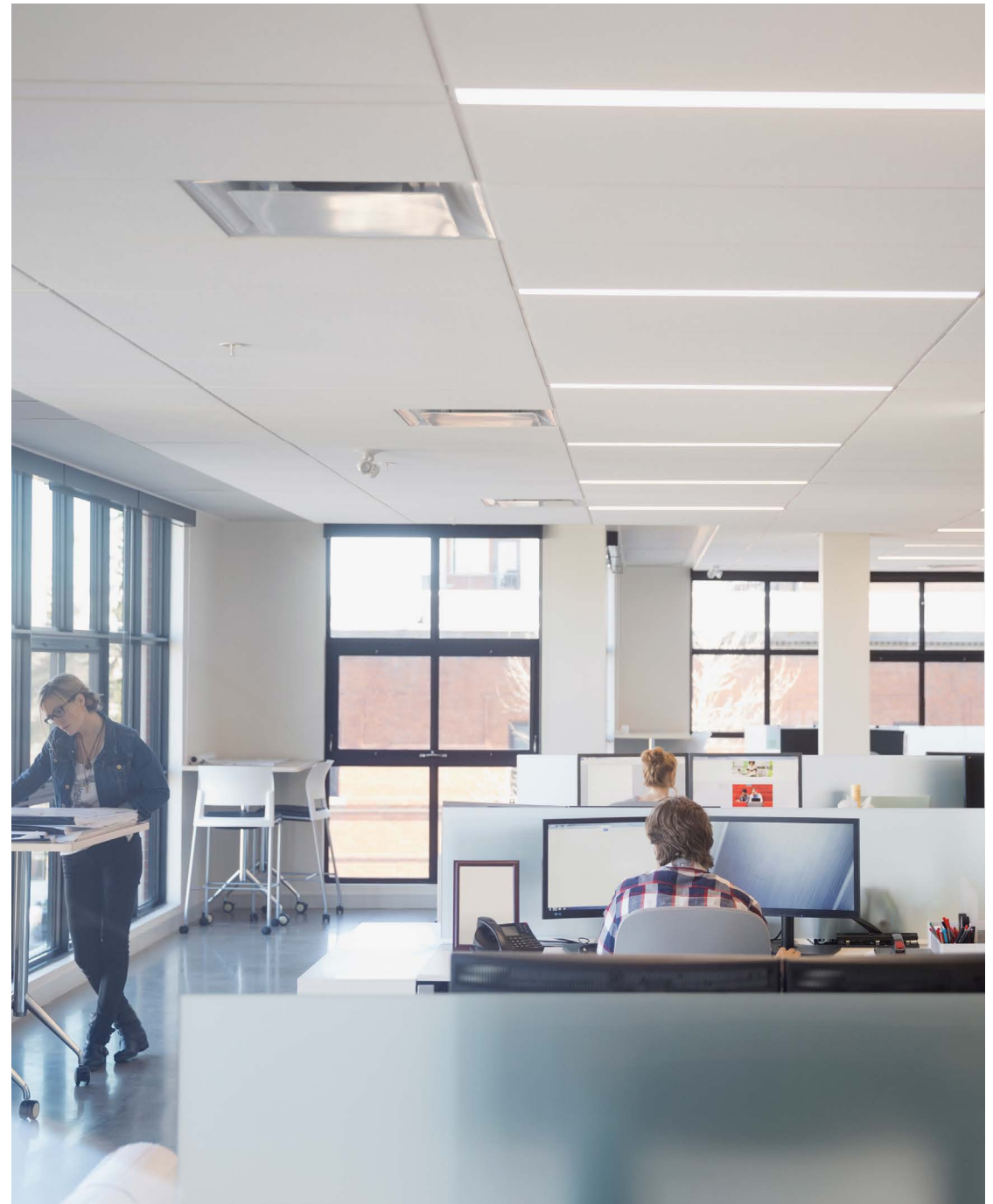
The state of work now and into the future

In 1964, visionary scientist and science fiction writer Arthur C. Clarke told the BBC that people 'will work from Tahiti or Bali just as well as from London within 50 years'. He envisioned a life where 'people will no longer commute, they'll communicate. They won't travel for business anymore, but for pleasure.'

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It took a little over 50 years and a global pandemic to make this vision close to reality – but is it sustainable as we move out of the pandemic and into the future world of work?

The World Economic Forum predicts that, by 2025, work will not be somewhere you go, but something you do[1]. Others have predicted entirely the opposite, as we simply snap back to pre-pandemic ways of working[2]. The truth is probably somewhere in between. As Boston Consulting Group observed:

'fully in-person and remote work will be two ends of a fluid spectrum of options'.[3]

The pandemic normalised remote working for about **25%** of the workforce in advanced economies such as the US, UK and Germany. It's also proved that around **70%** of jobs which are mostly computer-based could be done effectively outside the four walls of an office. This contrasts with less technology-centric, more manual jobs (e.g. retail, manufacturing, agriculture, hairdressing, logistics and maintenance) where as little as **5 - 10%** of work could be done remotely[4].

All this potentially adds up to a massive increase in the number of people working away from offices than prior to the pandemic – and that has an impact on urban economies, housing, transportation systems, and, critically, how we design works itself. We could stop designing work around time and location and start designing it around people.

The hybrid and the zedonk

The buzzword of the moment is 'hybrid'– around **70%** of corporates in various recent surveys have stated that they intend to work in a hybrid way post-pandemic.

But what is hybrid?

Most people seem to be using the terms 'hybrid' and 'flexible' working interchangeably. Past flexible working practices have tended to lock people into a certain number of days a week in an office versus remote. This might be simple from a contractual perspective, but ties people into a certain pattern of working which is actually inflexible flexi-working.

Hybrid working is far more than being in an office three days a week and working from home for two days. Just as my favourite hybrid, the zedonk (which looks like a donkey with zebra socks), doesn't spend three days a week as a zebra, and two days as a donkey, hybrid work is an entirely separate species of work. It's a style where there's flexibility in terms of both place and time[5] and where digital platforms come together with leadership, communication, and coordination to create a good employee experience wherever the employee happens to be. It's a new kind of workplace and we're at the beginning of a very long journey to figure out how (and if) it will succeed.

The future ideal is to create a hybrid which combines the best of the digital and physical worlds, rather than creating a monster - a 'donkbra' - a messy, unwieldy 'horrible hybrid'. As professor Lynda Gratton of London Business School says:

'new hybrid arrangements should never replicate existing bad practices'.[5]

To make sure that we don't get horrible hybrids, we need to think about:

1. **place** – defining the role of the office, the home, and the 'coffice' beyond the number of days that you need to be in them

2. **leadership** – making sure that leaders have the key networking and coordination skills to manage teams that they may rarely see in person

3. **collaboration and video fatigue** – recognising that old, analogue ways of collaboration – particularly meetings - might not be the most productive way of getting things done

4. **time, co-ordination, and productivity** – going beyond the productivity proxies of time and space and recognising that work
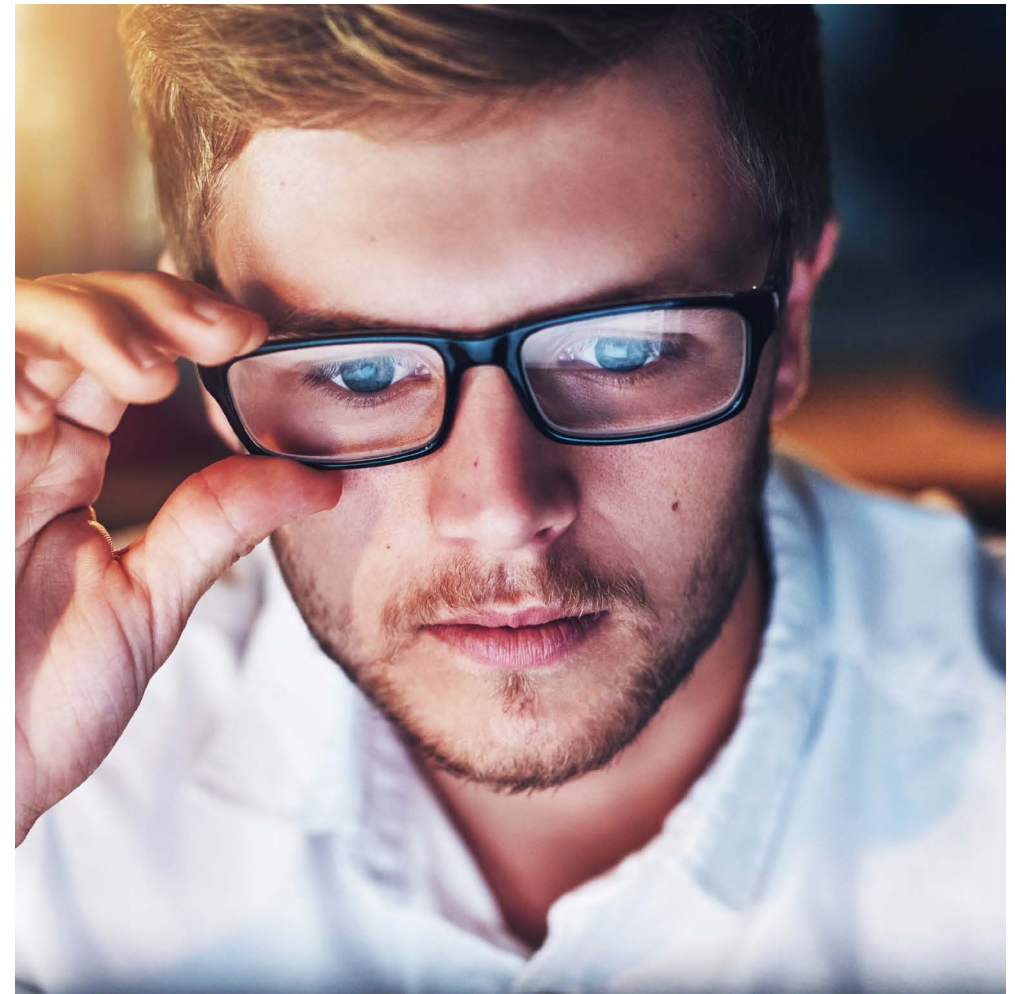
isn't about the nine to five and the office, it's all about output

5. **wellbeing and burnout** – helping employees to disconnect and navigate the time confetti of their work life and the rest of their life.

#1: Place – the role of the office and how hybrid could change it

Place tends to be the focus of most of the (often heated) discussion about work. On one side, you have CEOs in financial services and tech calling remote working **'an aberration that we're going to correct as soon as possible'**, and **'pure negative'**. On the other side, you have CEOs from different companies in the same sectors are saying **'we are putting our employees in control of where they work from'** and **'the nine to five workday is dead'**. This wide spectrum of options and opinions could make the hybrid workplace highly messy to orchestrate.

Although there's evidence of some corporates scaling back their property portfolio[6], the office isn't dead. Employees may have been able to work from home effectively, but that doesn't mean that they want to stay there forever. According to research from the World Economic Forum[7], around a fifth of UK workers want to work from home permanently, and the same proportion wants to work only in the office.

Homeworking has always been most effective as part of a menu of choices rather than something which is imposed (as it was during the pandemic). Permanent homeworking can be quite isolating (as many of us have found out). This is reinforced by the professor, Nicholas Bloom, from Stanford University, who's studied homeworking for many years:

'working from home is like beer or wine – it is great in moderation but is not so great in excess. One to three days a week seems to be the sweet spot. A few firms are planning five days a week post-pandemic, but I think that is risky and problematic. It is hard to innovate remotely, it is hard to maintain company culture and it can make employees feel lonely and isolated'.[8]

It's choice and autonomy that's important to employees – both of these are vital for high motivation, low stress cultures. Flexibility had been emerging as a way of attracting and retaining people prior to the pandemic. As with many things, the pandemic has simply magnified this. Research from VMware[9], revealed a 128% increase in the proportion of UK employees who see remote working as a prerequisite rather than a perk. Stanford University[10] found that nearly half of employees viewed the option of homeworking some of the time as the equivalent of a modest salary boost of around 15%, which would only be offset by an 8% pay rise.

Creating an inclusive workplace

One positive result of the remote working experiment was to untether people from the barriers of geography, travel, and time. Digital events could accommodate more people without being constrained by the spaces they were in. Employees with reduced mobility were able to access meetings that would've required significant effort to get to prior to the pandemic. Carbon footprints and travel budgets were reduced because we didn't have to travel to locations far and wide. Meetings could be recorded for future playback. We were forced to think about new and more engaging ways of delivering content – including virtual worlds, holograms, and augmented reality – rather than just a procession of talking heads. The only things missing were the craic and the catering.

However, there was a downside to pandemic working that disproportionately affected one segment of the workforce. As author, Jean Little, once said:

**'A man can work from sun to sun. But a woman's work is never done.'**

The pandemic accelerated the pressure on women juggling both their job and caring responsibilities – particularly when - homeschooling was needed. This forced many to quit jobs with little / no flexibility and presented those who could work from home with a massive juggling challenge[11, 12, 13]. A PwC study[13] found that, while 81% of executives thought that childcare arrangements during the pandemic had been successful, only 45% of employees agreed (and only 41% of women). Employees with children in another study also reported that they were working longer hours and suffered a bigger decline in productivity than those without children[14].

Flexible working has never been a substitute for childcare in normal times. But policies have, in the past, proved to be extremely beneficial for carers who are trying to juggle work and caring responsibilities (especially in countries such as the UK and the US, where care costs are extremely high). Employees with young children are the most likely to prefer flexible work locations, with only 8% in a McKinsey study[34] saying they'd like to see a fully office-based model in the future. A fixed office attitude to work may increase gender inequalities in the workforce. A preliminary study of return to work policies in Australia[15] pointed towards male dominated organisations having a more office-oriented view of the workplace.

Another factor which could increase workplace inequalities is that working from home tends to be a privilege offered only to higher skilled and paid employees – typically on salaries around 20% more than those who can't work from home[16]. There's no reason why more choices couldn't be brought into these roles beyond that of the location, e.g. shift bartering and job sharing. In the future, there may well be more opportunities for some manual jobs to be freed from location. Collaboration, automation, and robotics technologies combined with 5G could enable miners, shelf stackers, pilots, and even surgeons to work from their kitchen tables in the future.
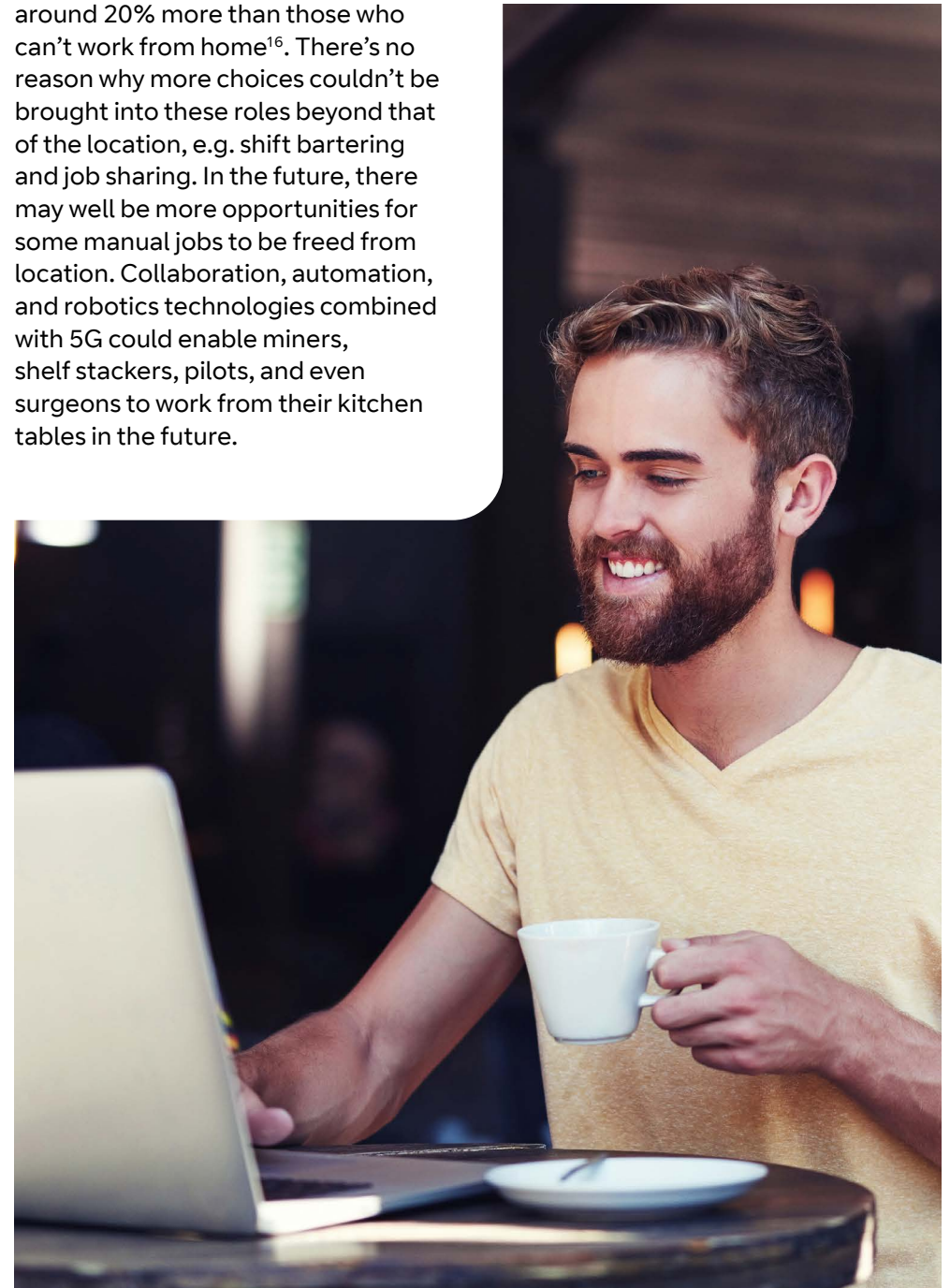
Rethinking the office

Many people have spent both time and money setting up the perfect homeworking environment – so why would they want to go to an office? A depersonalised, sterile office space is likely to alienate employees who've created a fabulous work cave at home. Offices are now effectively competing with other work locations as a choice for employees – including both the home and local co-working spaces (or 'coffices', as I like to call them – although the Irish government has also published a rural development plan[17] which would open up a vast network of local pubs ('poffices') as co-working spaces).

The function of offices was changing pre-pandemic. They were becoming collaboration tools, rather than places where we went to do deep, concentrated work. But this period of social isolation has taught us that offices are also a powerful way to create community and social connection, especially for younger employees and new recruits.

A poll by Gartner[18] suggests that the top five uses of the office are:

1. networking and socialising
2. informal collaboration (e.g. brainstorming, ideation)
3. formal collaboration (meetings)
4. client meetings
5. learning and development.

If we think of offices as places where we socialise, collaborate, and create community, we probably wouldn't design them as lines of desks (factory optimised for maximum number of backsides on seats). This is reflected in the ways that office designs have been evolving into a plethora of Zoom rooms, pods, nooks, booths, plazas (serving fabulous food and drink), and libraries (for quiet work)[19].

Ironically, this implies that offices are places where employees are paid to socialise. It finally goes some way to acknowledging that building relationships, making connections, and having conversations is 'real work' rather than time wasting. This means that offices need to be designed with social and collaborative functions in mind.
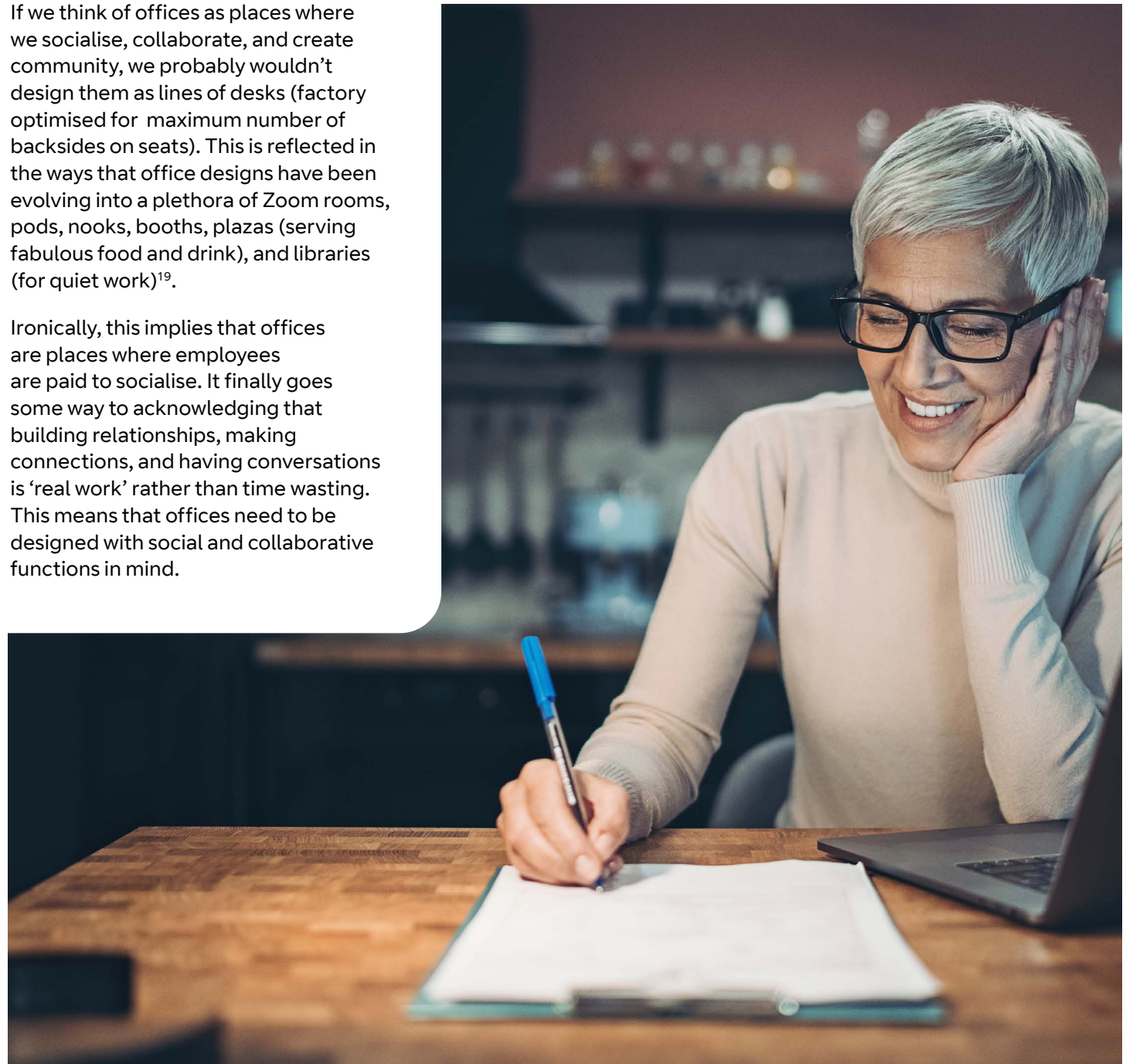
And yet many employers aren't rethinking their office spaces to fit a more hybrid way of working. A survey of US corporates by a furniture manufacturer[20] showed that 52% had no plans to reconfigure their office. For hybrid working to work well, physical spaces need to be optimised for lights, camera, and action – with HD video cameras, acoustics, noise cancelling speakers / headsets, digital whiteboards, connectivity, branding, camera angles, and lighting. Since people are likely to breakout beyond meeting rooms and into communal areas, the wi-fi, wireless LAN (WLAN), and in-building 5G will also need to be designed for seamless connection wherever people happen to roam.

There are also some very practical challenges around the mass return to the office. The primary one is capacity management (particularly if social distancing is maintained). Lessons from the past suggest that, if people are given the choice of days to be in the office, they traditionally choose Tuesdays, Wednesdays, and Thursdays (which can be mildly offensive if abbreviated). As their offices in Australia reopened, Salesforce reported that 'Thursday is the New Monday'[21]. This means that office spaces are massively overcapacity mid-week, whilst tumbleweed roams the corridors on Mondays and Fridays – which is a waste of expensive real estate.

Creating cross-fertilisation can also be a challenge. If certain people only ever come in on certain days, they may never bump into others that they work with. This means that mechanisms for coordination and collaboration need to be put in place[22]. Analytics tools which can understand who is using what spaces and how they are using them are essential for creating and improving employee experiences. Even 'find my team' apps which tell you which team members are in the office, whether they are available, and where they are located would save a lot of time (although this relies on employees being willing to share their location).

All this ultimately boils down to the fact that it's not enough to simply define the role of the office as the number of days you are in it. The role of the office in supporting wider organisational, team, task, and individual employee purpose needs to be made crystal clear.
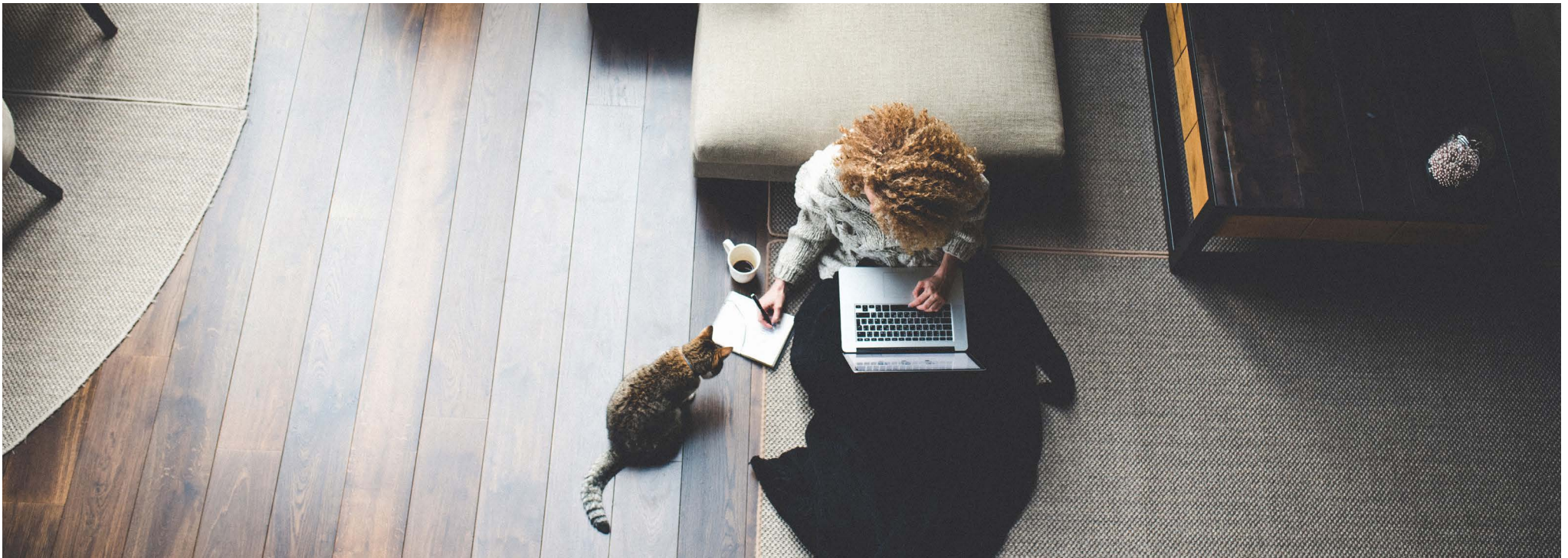
#2: Leadership and skills in a hybrid world

Leaders need to be able to maintain engagement, performance, and well-being whilst creating a new sense of 'teamworking' without necessarily ever meeting people. Leadership by walking around is pretty much impossible in a hybrid model. Leadership by 'zooming around' became more normal during the pandemic.

Although video can't pick up the more nuanced body language and behaviours that happen in a physical environment, it had the unintended benefit of leaders seeing people in their home environment and observing them as 'whole' individuals with busy complicated lives, rather than just their in-office persona[23]. The overall effect (when done well) has been to strengthen mutual trust and empathy.

Proximity and commitment biases can be a big issue with hybrid working. Leaders mustn't operate in 'out of sight, out of mind' mode, or assume that the most committed employees are in the office. Pre-pandemic studies showed that remote employees are often overlooked for bonuses and promotion opportunities, e.g. the UK Office for National Statistics[16] found that employees who worked from home were 38% less likely to get a bonus and less than half as likely to be promoted compared to those who never worked from home.

In a Microsoft / CIPD survey[24], nearly one in four people **(24%)** thought that remote working would have a negative effect on their career prospects - although just over half **(52%)** didn't.

It's possible that the experience of pandemic homeworking has somewhat reset the culture. People, hopefully, no longer interpret it as 'shirking from home'. With the number of people doing it growing, it may also become more mainstream than it was before. However, if employees feel that they'll be penalised for being away from the office, they may feel obliged to be there.

Even if bosses are working away from the office, actions of those who are in the office are likely to be visible to others – no one sees commitment and long hours outside the office. This means that defining outcomes and making invisible work visible is increasingly important in hybrid organisations.

Skills for the hybrid workplace

One of the fundamental issues is that many leaders haven't been trained / given guidance on how to manage people at distance, or how to coordinate the complex web of work patterns that the hybrid workplace can introduce[25].

Firstly, collaboration doesn't happen by magic – it happens through purpose. This means that leaders need to be able to clearly articulate, manage, and measure purpose, goals, and how every team and individual contributes to these[26]. While executive leadership is important for setting the tone for this, it's generally middle management who need to constantly demonstrate trust, energise teams and show progress against purpose.

Secondly, networking is becoming a key leadership skill - in both the physical but, increasingly, in the virtual world. Understanding how teams work together, what collaboration tools are most appropriate for different tasks, how ideas flow, and when synergies need to be created is more important in a hybrid environment – where things cannot depend on serendipity and need to be deliberately scheduled. Ensuring that workflows are visible to everyone, manual processes are reduced, and basic status updates are shared are also important. However, it shouldn't just be about work. The more social side of networking shouldn't be ignored as it's the social glue that creates trust and empathy.

Of course, it isn't just leaders who shoulder the responsibility for this. Employees need to be 'ambidextrous' — able to balance between and navigate across both physical and digital worlds[27]. Skills such as adaptability, ability to navigate complex environments, trustworthiness, and the ability to communicate a strong personal brand are likely to be invaluable. Those who don't have these skills are likely to struggle.
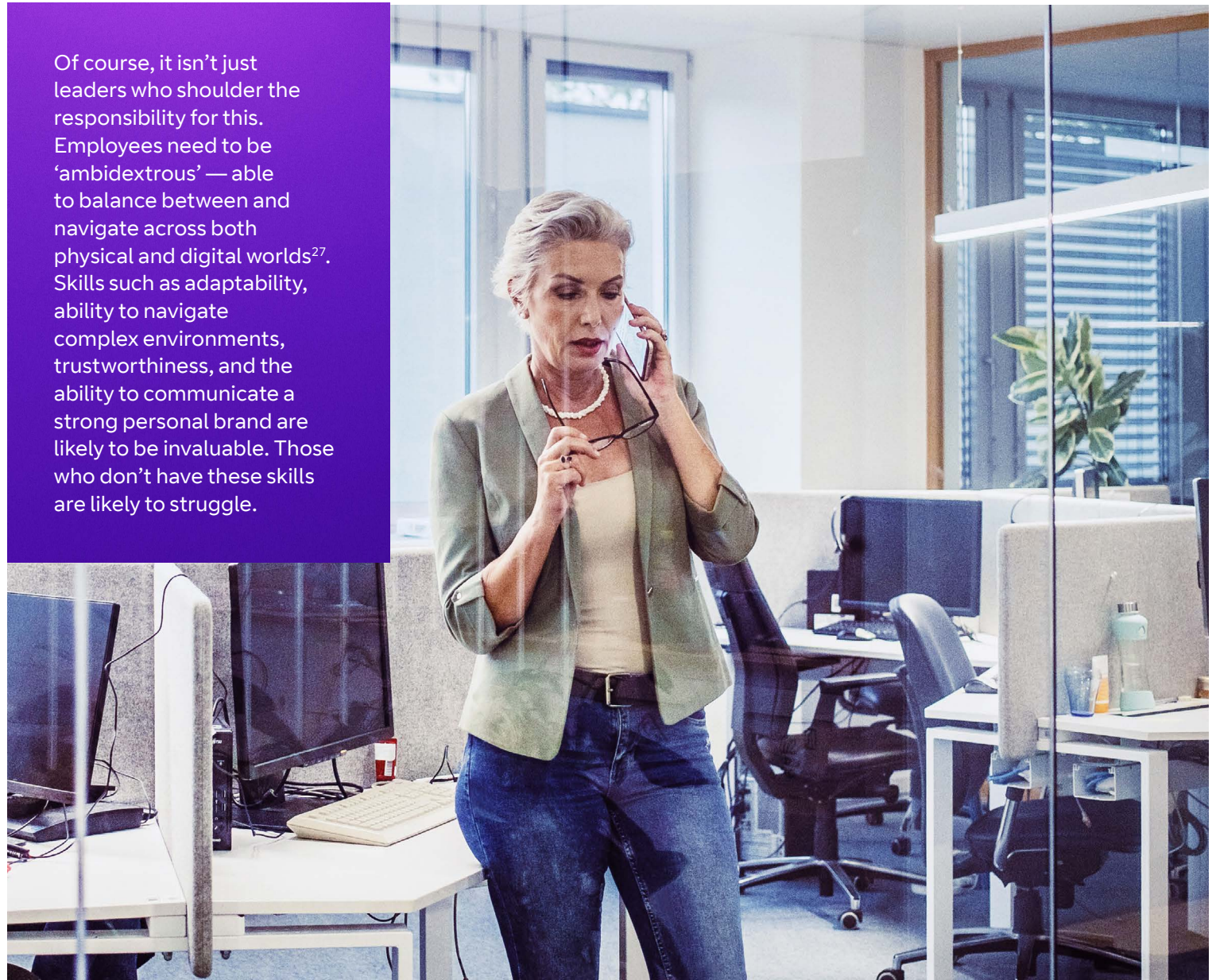
#3: Collaboration and video fatigue

Working remotely doesn't mean that collaboration dies. Our research showed that the average employee uses 3.5 collaboration tools during their working day - some of which are endorsed by their company, but many that are not. 85% of business leaders felt that hopping between these different technologies needed to less painful and more integrated.

Far from dropping during the pandemic, collaboration and communication patterns within direct teams intensified – mostly because the need to actively coordinate work increased.

An analysis by Microsoft[28] showed that between February 2020 and February 2021:

- time spent in Microsoft Teams meetings more than doubled (2.5 times)

- meetings got, on average, 10 minutes longer as the pandemic continued – up from 35 to 45 minutes

- employees sent 45% more chats per week and 50% responded to chats within five minutes

- 62% of meetings were unscheduled and ad hoc.

The biggest winner during the pandemic was video conferencing. But, as we've learned, video has both upsides and downsides. The upside is that we have been able to collaborate effectively on many tasks, see our colleagues, and discuss the décor of their house on a regular basis (until virtual backgrounds became a thing). The downside is that, because these meetings are friction free (no need to book a room, or factor in commutes between rooms, or buildings), we end up getting out of bed in the morning with an impending sense of Zoom (other video conferencing tools are available – but an impeding sense of Teams or Webex doesn't really work). A back-to-back day of video meetings is not necessarily a productive way of doing things.

Video fatigue is not only a problem on a psychological level, it also extends to brain function. Academics at Stanford[29] suggest that a combination of uncomfortable levels of direct eye gaze, increased cognitive load generated by managing the technology, constantly being forced to look at yourself, and reduced ability to move around is draining. Microsoft research discovered that our brains start to display activity associated with stress and overwork after just two hours of back-to-back meetings[30]. Taking breaks between sessions and not penalising people for having their cameras turned off (even going so far as designating certain days as video free) are likely to help enormously.

Many organisations have gone so far as having 'video free Fridays' (mirroring the pre-pandemic fashion for 'email free Fridays') – but this doesn't really address the root cause of the problem which is meeting culture. Meeting free Fridays are likely to cause an exhausting avalanche of calls on Monday through Thursday.

For a start, we've just lifted and shifted the analogue idea of a meeting into the digital world. In the digital world, they also become easy to schedule in a procession of 30- to 60-minute time boxes. This makes us look impressively busy, but we haven't really questioned whether a meeting is the best way of doing things – could this meeting have been an email or a phone call?

Lessons from remote first companies show that much of their daily business is conducted asynchronously (using tools like chat, shared spaces, and email) before they even contemplate getting together for a meeting. Their culture is a written one. Actual meetings tend to take place during explicit 'office hours' – a mutually agreed window of a few hours during the day (i.e. not the whole day) where synchronous communication can take place. Meetings are also reserved for occasions where real-time discussion and decision making are important. This lets them more effectively schedule their day without becoming a slave to their calendar (although they could still succumb to 'stream stress' if they feel compelled to instantly respond to messages[32]).

#4: Time, co-ordination and productivity – the two-speed organisation

Time is a less covered aspect of hybrid working. Things such as the five-day, nine to five-week make far less sense if people don't make the daily commute to an office. But, as we get a mixture of office based, mobile and homeworking the challenge is coordination of people, tasks and location. There is a danger that we create two-time streams – one where physically co-located people keep conventional working hours (nine to five, Monday to Friday), and remote workers take a more fragmented 'time confetti' approach (typically starting later, finishing later, but taking longer and more frequent breaks during the day[16]).

Time becomes less of a priority in hybrid work – but output doesn't. If we're to reinvent work, it needs to make us more (rather than less) productive. The big question is: what exactly does productivity look like for a hybrid workplace?

The productivity paradox

It's generally acknowledged that this mass, global working from home experiment has worked for many companies from a productivity perspective. Cap Gemini[31] reported that just over 60% of organisations saw productivity gains in 2020 due to remote working - with average productivity gains ranging from 13 - 24%. This is generally attributed to remote workers working longer and taking less days off sick (according to the UK Office of National Statistics[16] home workers worked 6.0 hours longer per week, compared with 3.6 hours for those that never work from home).

Although nine out of 10 people in one study thought that they got at least as much, if not more, work done at home[25], perceptions of productivity may not translate into reality. Preliminary results from a study of Asian IT professionals - looking at productivity before and during the pandemic work from home period -

suggest that total hours worked increased by 30% but average output didn't change[32]. This implies that productivity fell by around 20% largely because more time was spent on coordination, meetings, and non-work activities such as childcare.

Taken at face value, this doesn't look good. But is the factory definition of productivity fit for purpose in a digital age? The ratio of output per unit of input is difficult to measure if you spend your day in meetings and doing email, rather than manufacturing widgets. Physical work is easy to measure because it's visible, usually repetitive, and easy to see. Creative work is invisible and more unpredictable, so workflow is harder to monitor. For creative work, we tend to measure what's easy to measure (inputs), rather than what's actually important (outputs). We use productivity 'proxies' to compensate – like number of hours worked and presence in an office / in front of your computer. These are precisely the things that are less relevant to the hybrid workplace.

Workforce analytics tools which can take screenshots of workers, do keystroke logging, monitor meeting attendance, and record screens have proliferated during the pandemic. These aren't the answer to improving employee productivity. **Firstly**, they destroy any trust between employer and employee – and the more trust an employer gives an employee, the more it tends to go the other way. **Secondly**, they only look at inputs rather than the all-important outputs. It's easy for us mistake activity for productivity or feel guilty for taking a break. According to a Microsoft / CIPD survey[24] over half of those questioned felt that they must be available all the time. But long hours cultures are often less productive, simply because we get tired / burned out.

Since the more measurable, predictable aspects of our jobs are the most likely to be automated in the future, it's probably time to reconsider how to measure the unique value of human productivity. That value often lies in the connections we make and the ideas we have, rather than how long we sit in front of our computers or in an office.

The two-speed organisation

The pandemic has created a culture of frictionless meetings – where moving rooms takes seconds and commutes involve slippers, not trains, planes, and overnight stays. Physical environments can create welcome friction – when we do have time to pop to the toilet or pick up a coffee as we commute between meeting spaces. But remote workers may remain in the fast lane, fitting more hours in between other commitments, whilst their office-based colleagues become more sociable but less agile, or simply sit in the office all day on digital meetings (meaning that the opportunities for face-to-face collaboration are reduced).

This can also be magnified by the type of work that people do. Because management is essentially social, managers tend to talk more about work (i.e. they have meetings), than employees who need to do more focussed work (which requires extended hours of uninterrupted time). These can come into direct conflict. Focussed work rarely thrives if there are interruptions[32] – for example, the speed that I write this paper accelerates and decelerates in proportion to the number of meetings in my day. Evidence from one study showed that time spent on coordination activities and meetings increased during the pandemic and, as a result, the number of uninterrupted work hours shrank considerably[32]. This tends to result in bad habits such as multi-tasking, or task switching – neither of which result in productivity gains and both of which tend to sap energy[32]. Distractions in the office (e.g. noisy co-workers and demanding bosses) are also different to those at home (e.g. children, chores, and conference calls). How people manage these distractions will impact on productivity.

This points towards coordination becoming the most important aspect to productive hybrid working – especially since the remote aspect of work is much more formalised and scheduled than the more spontaneous style of work in offices. Transparency of presence, space availability, workflow, and calendars should enable teams to orchestrate and coordinate work, and workspace.

If we're in offices, we need to know that the people, technology, and spaces are available to do what we're there to do. There's nothing worse than being in an office only to find yourself alone in a crowd, and with no space to work. Network data, smart cameras, and localised sensors can indicate who's in the office, where they are, and what they're doing (hopefully not in a creepy 'workforce analytics' way). Apps can allow spaces to be dynamically bookable in real-time. Intelligent signage can steer employees to available areas. AI could play a coordination role here as well. All this should help individuals decide when's best to come into the office to achieve their tasks safely and productively in a space that fits what they want to do and with the people they need.

This is where one obvious horrible hybrid rears its ugly head. Those meetings where half the people are in the room and half remote tend to severely short-change the people dialling in, because out of sight often equates to out of mind. The pandemic has shown us that digital is a great leveller. When everyone is sitting in their own virtual celebrity video square, everyone is equally visible. This suggests that the hybrid workplace is digital first. If one person isn't in the room, everyone (especially the moderator) needs to act as if they are remote – i.e. 'all room, or all Zoom' (again, other platforms are available, but less rhymable!)

Two-speed organisations may also create two tribe organisations – and we know that two tribes can very easily go to war (to quote Frankie Goes to Hollywood). One tribe forged face-to-face – with the high trust bonds associated with this – and another more remote and less sociable may not create strong team dynamics. One casualty might be the office romance, but tribalism and distrust of 'out groups' can cause serious damage to people's willingness and ability to collaborate with others.

#5: Wellbeing and burnout

Many surveys, even pre-pandemic, revealed that an organisation's stance on employee wellbeing is a major factor in where people want to work and how they feel about their current employer. The WEF[1] suggests a local and healthy lifestyle has become as important to employees as finding a sense of purpose in their work.

One major factor impacting wellbeing at work is the commute – something that most people haven't missed during the pandemic. Employees have been liberated from dashing between multiple commitments in different locations (sometimes even different countries). Numerous studies conducted pre-pandemic had shown that longer commutes (over 1 hour) tended to result in worse job satisfaction, mental health, and stress [e.g. 35].

The commute time saved during the pandemic has generally been reinvested in work, rather than the more 'liminal' decompression activities that might have been a more positive part of the commute (where we can choose to think, work, sleep, read, or binge watch Netflix). Evidence suggests that active commuting – i.e. walking or cycling – can improve many of these issues. This, and the urgent need to tackle the climate crisis, is another reason why more localised coffice / hub working is becoming part of many corporate strategies.

Remote work itself can be stressful. A Microsoft / CIPD survey[24] showed that over half of employees are feeling burned out by remote working - rising to 61% for younger employees (aged 31–40). This data should be viewed with caution, however, because it reflects feelings during a global pandemic and when employees have no choice but to work from home. Having no choice is closely tied to stress – in other words, it isn't necessarily how employees would experience hybrid working if there wasn't a global health crisis and if they had more choices of work location.

It is undeniable that, if you feel like you're living at work, it can be much harder to disconnect. This has been an issue ever since smartphones came into our lives, but it has always been a particular problem with homeworkers.[32]
However, the negatives can be offset by the positives that remote working can bring – especially greater work autonomy, which typically results in happier and more engaged employees.

The important thing is to learn how to turn it off. Theoretically, a routine which involves going to an office establishes boundaries between work and the rest of our lives. But

that hadn't been sufficient prior to the pandemic because smartphones tended to tether us back to our office - even after we'd left it. For home workers especially, these boundaries need to be re-established – whether it's **'commuting' to your garden shed, wearing 'work clothes', going for a walk, or locking your work technology in a drawer.**[32]
One compelling reason to do hybrid work is to improve employee wellbeing but it must be managed so that employees don't feel the pressure to be always on. Ultimately, what's good for the employee is likely to be good for the organisation and this should inform decisions about future working policies.

Final thoughts: to reinvent work we need to put people first

Out of the ashes of the pandemic may rise a very different breed of work, capturing the best of both real and digital worlds, rather than a horrible hybrid. But to reinvent work, we need to start by reinventing work.

Points to remember

- Work needs to work for people. Technology and place play a critical supporting role

- Hybrid workplaces are likely to be digital by default – because digital is the common ground. The choice of platform really doesn't matter, it's creating a simple, seamless, and secure employee experience that is key

- Hybrid is a new kind of workplace – as with any new way of working, experimentation is key to understand what works and what doesn't for your people and organisation. Some aspects of hybrid working will inevitably fail – but learning from failure is key for future success

- The next big challenge facing businesses is climate change and carbon reduction, so we must reinvent work to be kinder to both people and the environment.

Hybrid working won't be easy. Although it's underpinned by the collaboration, connectivity, and cloud technologies that we've come to rely on during the pandemic, it does mean that we have to answer difficult questions about what productive and healthy work looks like when it is untethered from time and space. We need to stop designing work around location and start designing it around people. We need to develop healthy cultures and different business models to support all this. This is easier said than done. The pandemic has just been the catalyst for this journey into the future world of work.

Let's saddle up the Zedonk and hold on tightly.

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