

NAVIGATING HYBRID **WORK: ADVICE** **FOR ORGANISATIONS**

Design belonging into hybrid



- 01 Offer in person meetings during recruitment
- 02 Use physical and digital artefacts to welcome new starters
- 03 Create cohort based starts where possible
- 04 Design physical offices as anchors to build belonging e.g. social spaces
- 05 Articulate values so that they are easy to connect with roles and teams

Processes that build connections



- 01 Move beyond procedural inductions
- 02 Balance in-person and online communication
- 03 Build structured opportunities for peer connection e.g. group based incentives
- 04 Provide inclusive social and networking activities
- 05 Create 'who to ask' directories and communication norms and guidance

Support hybrid skills development



- 01 Make hybrid skills a part of induction
- 02 Clarify and discuss hybrid expectations - including contractual clauses
- 03 Co-ordinate shared office days to support tacit learning and healthy routines
- 04 Monitor the wellbeing and safety of hybrid workers; educate about managing the risks
- 05 Support managers to model healthy hybrid working approaches

Provide, tailored, flexible support



- 01 Recognise that needs are dynamic - collaborate with new starters
- 02 Provide equipment if needed and workstation / risk assessments
- 03 Create opportunities for buddying and mentoring support
- 04 Ensure equal access to feedback and development
- 05 Commit to regular check ins - daily / weekly / monthly as required

Make inclusion visible and felt



- 01 Recognise and appreciate everyone
- 02 Check that hybrid policies are working for all staff - ask them regularly
- 03 Monitor equality of development and opportunities
- 04 Monitor wellbeing
- 05 Challenge exclusionary norms and practices

Get in touch

Dr Sylwia Ciuk, Research Lead
Dr Kay Galpin, Research Associate
Email: s.ciuk@brookes.ac.uk