

Hybrid Work: Best Practices & Tips From Employees



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CONTENTS

Introduction	<u>4</u>
Top Skills Needed to Work on a Hybrid Team	<u>6</u>
Challenges When Working on a Hybrid Team (and Tips to Overcome Them)	
Communication	<u>7</u>
Collaboration	<u>15</u>
Isolation	<u>18</u>
Productivity	<u>21</u>
Technology	<u>23</u>
Reflections from People Who Do Not Currently Work on Hybrid Teams	<u>26</u>
Conclusion	<u>28</u>
Addendum	<u>29</u>



INTRODUCTION

Three years ago, COVID-19 completely upended the workplace as we knew it. To protect employees and customers, many organizations shuttered their doors and encouraged staff to work from home. While pandemic panic has largely waned, the genie is now out of the bottle and many individuals do not want to return to the workplace despite reassurances that the office is safe.

Companies are accommodating those who prefer to work remotely by instituting flexible schedules. At some organizations the entire staff works from home while others require employees to spend part of their time in the office, creating a hybrid environment.

We wanted to learn more about how workers and their managers are navigating this relatively new arrangement. In January we opened a survey inviting the Learning Guild community to share their thoughts on the hybrid work experience. We received hundreds of thoughtful comments, tips, and suggestions. We are presenting them as companion eBooks.

This eBook highlights hybrid work from the point of view of employees who do it. To download hybrid work from the perspective of those who manage it, [click here](#).

Our anecdotal findings show that employees are happily embracing this emerging trend. On a personal level, they cite a better work/life balance and less stress. Those who work for global enterprises find the hybrid environment makes it easier to connect with co-workers in different time zones. They also point out that the practice is environmentally friendly.

Yet hybrid work does present unique challenges. In this eBook, Guild members who work in hybrid environments (and those who don't but would like to) candidly share their advice and tips for making hybrid work work.

“It can be seamless but it takes effort on everyone’s part.”

Jean Marrapodi, Chief Learning Architect, Applestar Productions

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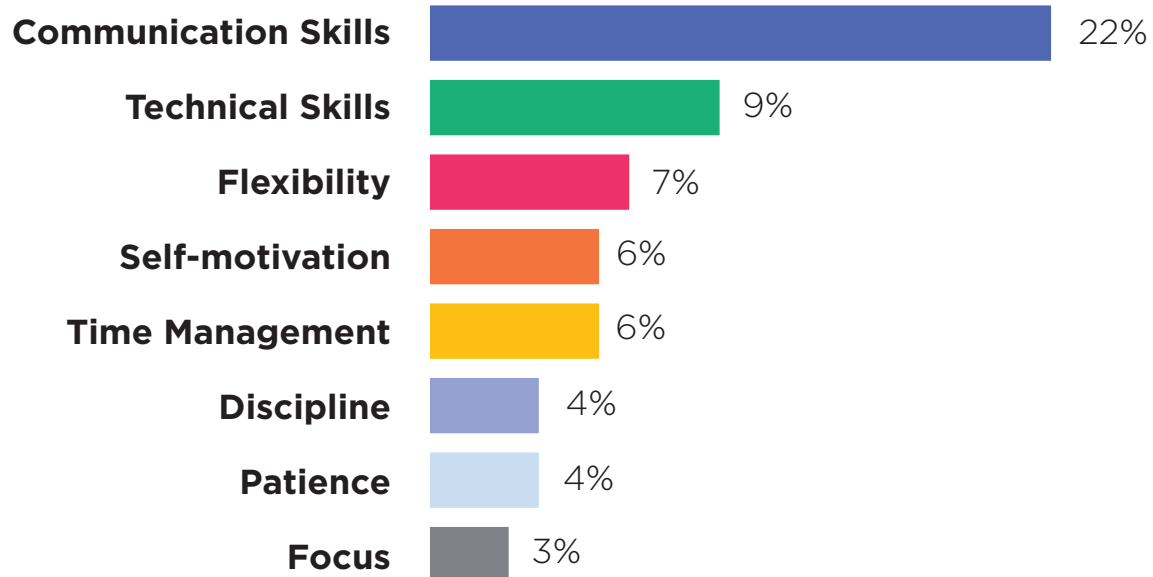
Hybrid is the future.

Ryan Hannan, *Freelance Project Manager*
(Harrow, UK)

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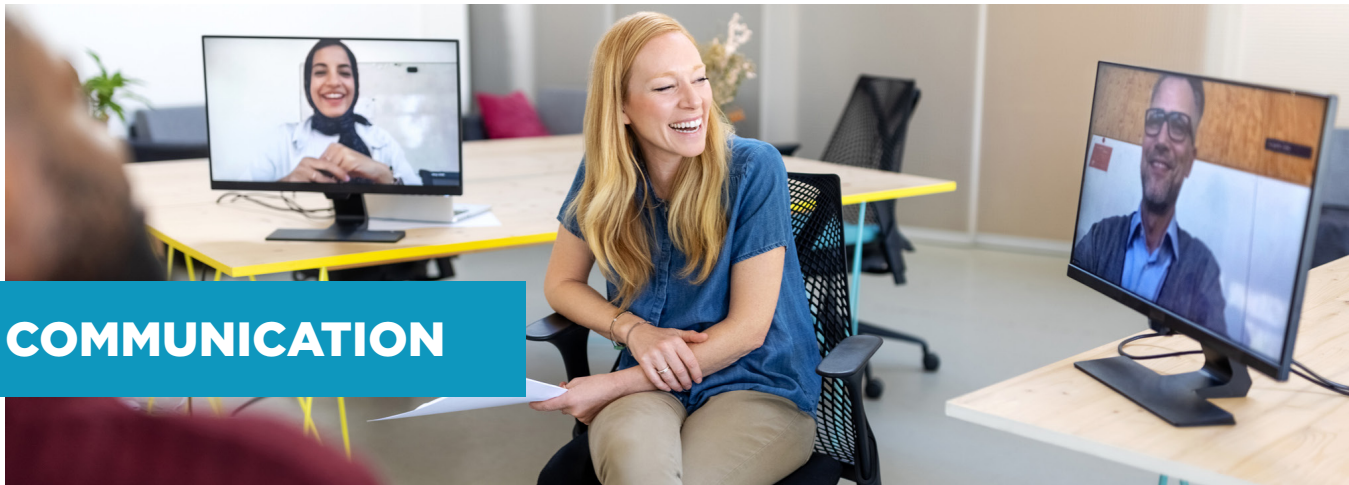


TOP SKILLS NEEDED TO WORK ON A HYBRID TEAM



OTHER IMPORTANT SKILLS:

Ability to multi-task	Emotional Intelligence	Organizational skills
Ability to set boundaries	Empathy	Planning
Ability to stay calm	Entrepreneurism	Prioritization skills
Accountability	Follow-up	Project management
Adaptability	Growth mindset	Resilience
Agility	Helpfulness	Respect
Assertiveness	Honesty	Responsibility
Autonomy	Humility	Self-confidence
Boundaries	Independence	Self-direction
Collaboration	Initiative	Self-reliance
Compassion	Inquisitiveness	Self-starter
Cooperation	Interpersonal skills	Sense of humor
Courage	IT skills	Teambuilding
Creativity	Leadership	Teamwork
Curiosity	Listening skills	Transparency
Dedication	Mediation skills	Troubleshooting skills
Drive	Openness	Willingness to learn



COMMUNICATION

Communication seems to be the most pressing challenge to working on a hybrid team. Popular online tools such as Zoom, Teams, and Slack provide effective avenues for audio, visual, and written communication, allowing everyone on the team to meet, ask questions, share files, and collaborate on projects. Survey respondents recommend that all hybrid team members be trained in how to use and take advantage of their many features. In addition to the newer technologies, respondents remind us that oldtime standards for communication such as email and the telephone continue to play an important role.

The most common lament from remote employees is that they miss out on those casual, in-person conversations that evolve naturally in an office setting. They also report often feeling overlooked when companywide information is shared. Recording conversations, especially those with important ramifications, helps ensure that all team members have equal access to information.

Finally, remote workers who are not physically present with their co-workers can find it difficult to pick up on the spontaneous and subtle nuances of human reactions and interactions. Similar misunderstandings can occur in text-based communication. To combat this, respondents agree that communication in a hybrid environment must be clear and intentional.

COMMUNICATION PRO TIPS

Try to take note when you are having a conversation in-person that is relevant to others on your team. Pause the conversation and say: Let's set up a time to chat about this in a Zoom meeting so everyone can take part. Or relay the summary to remote staff in Slack or other tools afterwards.

Chandra, *Instructional Designer, TechSmith*

Plan time for unplanned conversations that were taking place "by accident" earlier.

Ralf Olleck, *Senior HRIS Application Consultant, Solics GmbH*

Speak up when you have the chance. You won't feel heard if you behave like you are invisible.

Allison Kim, *Instructional Designer, Acorn Health*

We establish team norms. People agree to certain modes of behavior such as when is it okay to IM someone or when is it okay to call them directly (do you IM first to see if they can take your call?) We agree to certain standards of behavior for communicating and we give each other permission to politely call people out for not using the accepted norms of behavior. We reevaluate the norms as needed but always review each year in January to make sure the norms still work for our evolving group dynamic.

Caryn Nadeau, *Senior Instructional Designer, SoCalGas*

Get comfortable communicating online. Turn on the camera at least some times. Don't hesitate to use more than one communication method (email, text, video chat) but consider the best method for each person and subject.

David Correale, *Senior Instructional Designer, NXLevel Solutions*

Use all means available: video, phone, Slack, email.

Sean McGurr, *Instructional Designer, Amazon*

COMMUNICATION PRO TIPS

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Use one primary platform for communication. Document communications in a separate platform, which will survive future “retirement of XYZ platform account,” so historic communications are not deleted.

Kelley, *Production Designer, Cross Fit*

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Have a set date and time for meeting on a weekly/ biweekly basis for specific projects. Have a clear agenda for each meeting, and don't waste co-workers' time. If they don't need to be part of the meeting, let them know.

Nancy Santiago, *eLearning Producer, Department of Veterans Affairs*

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Be strategic about what should get communicated through chat vs email. If it's something you would communicate verbally on-site, chat is great. If it's something you need to keep a 'paper' trail of, i.e., something that should go in a file, email it for more efficient filing and retrieval.

EO, *Education Designer, Law Society*

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Call people instead of sending instant messages or emails. A lot can be misconstrued in typed messages.

Laurie Woodward, *Instructional Designer, EmblemHealth*

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Check for feedback that your message is received as intended.

Dianne Lindo, *Manager, HR Strategies, Social Security Board*

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Scheduled meetings that could be an email are a problem. Think about: Do I need to pass along info or have an engaged conversation? If we need to decide on things, then meet. But if one can provide info and allow others to comment, then it's an email.

Krista Schneider, *Instructional Designer, IVC*

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COMMUNICATION PRO TIPS

Try to meet and communicate in multiple or more ways than you normally would. For example: If you write an email, see if you can follow up with a Teams/Zoom call.

Laura Fothergill, *Instructional Designer, FIU*

Emojis are helpful but cannot replace the rich interaction that takes place one-on-one. Written words can come across as terse or simplistic when the intended meaning is not so.

Susan Whalen, *Senior Associate, Instructional Designer, I-CAR*

It can be hard having focused discussions when it's easy to multi-task and be available for others. Try to block out all distractions. Close the door. Close other windows on the computer.

Mark, *Training and Development Manager, Trans Ash, Inc.*

Blend between sync and asynch communication, with clear identification of pathways for collaboration and connection.

Lita Bledsoe, *Director of Learning Tech and Strategy Online, Oaks Christian Online*

Don't be afraid to crack a joke, as long as it's workplace appropriate.

Marshall Duncan, *Project Coordinator, Ledcor*

There is a delay, usually about one second, in virtual communications. To prevent people from talking over others, make sure that each person communicating finishes their contributions/thoughts before others jump in. Also, be aware of cultural Intelligence. Since many hybrid events involve other cultures, awareness of these differences could increase effectiveness.

John Krochmalny, *Adjunct, NSCC*

Overcommunicate to avoid the need for superfluous follow-up clarification.

Greg Younger, *Senior Instructional Designer, Gogo Business Aviation*

COMMUNICATION PRO TIPS

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Use video communications so that you can see people. Visual cues are important.

Julie Webber, *VP Training & Education, The Monitoring Association*

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Make sure you give input to your team meetings (weekly or biweekly) so your team appreciates what you are doing. Write announcements for the company intranet news channel each time there is a major milestone achieved.

Anne McElvain-Volm, *Sr. LMS Administrator, BD (BDX)*

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Be aware of common communication pitfalls. Verify that you understand and are being understood.

Ole Knut, *Learning Advisor, Dossier*

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Allow space for silence.

Norina Columbaro, *Director, Talent and Organizational Development, Performance for Life Consulting*

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Use instant messaging, but also be aware that people are often very busy... just because they are working at home doesn't mean they are free to answer immediately.

Holly, *Content Curator and Design Manager, TWDC*

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Some might not be as comfortable as others speaking up in a virtual setting. Offer options for using the chat feature or other tools.

Kasey, *Organizational Development Consultant - Learning Technologies, UW Health*

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Our team has an open chat in Teams. It stays open all day, everyone on the team is included, and it's not restricted to just work chat. You'll find requests for meetings, discussions about work and also dad-jokes and lunch orders.

Maria T. Beauregard, *Instructional Designer/Trainer, ITC Holdings*

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COMMUNICATION PRO TIPS

Get the highest quality internet connection you can afford at home. Always test your mic/speakers before joining a video call, and always enter the meeting with audio and video muted. Also, add a professional profile pic so people know you are there.

David Langlotz, *Learning & Development Lead*

Say good morning when the day starts and goodbye when the day ends.

Jean Marrapodi, *Chief Learning Architect, Applestar Productions*

Establish clear communication channels, over-communicate, set expectations for availability, schedule regular check-ins, make use of project management tools, and encourage virtual face-to-face interactions to foster a sense of connection and collaboration. Also, be mindful of time zones and allow for flexibility with work schedules.

Josh Cavalier, *Learning Architect, American Tire Distributors*

Don't be shy to ask a colleague or manager for a quick virtual meeting rather than sending multiple emails back and forth on a given topic.

Pamela, *Training Coordinator, Department of Veterans Affairs*

Zoom fatigue is real. Allow flexibility for people to communicate with the camera on or off.

Katie, *Instructional Designer, LinkedIn*

Try to phone and talk instead of emailing all the time.

Shelley, *HR Officer, SASM*

Have a calendar of everyone's birthdays, so all the team can wish that team member a happy birthday.

Kim Rushbrooke, *Instructional Designer, The Alfred*

COMMUNICATION PRO TIPS

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When someone is off, determine who you are supposed to communicate with at that moment in time.

Jo Ann Froman, *Organizational Strategist and Owner, Froman LX Design, LLC*

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Keep cameras on. Its more personal. But try to keep distraction to a minimum. It can derail a meeting when a child is in the camera.

Senior Training Specialist, NECC

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Overcommunicate.

Carl Fink, *Lead Instructional Designer, National Grid*

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Choose a platform that supports open and live communication. A platform like Microsoft Teams gives you open lines to reach out to specific people in all departments.

Tad Gibson, *Enterprise Relationship Manager, getAbstract*

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Be intentional about sharing. Remember to explicitly share information that might have been received during a closed/remote meeting. Take notes regarding outcomes and key context and share before starting the next meeting.

Krista, *Director, Strategic Planning, UNT*

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For people like myself who had always worked in the office for most of their career, I had to get used to communicating virtually. I think because you tend to IM and email more than actually speak to people, it is smart to re-read your IM or email before sending to make sure it is clear and does not have a tone that is different from your intention. It is also good to assume others have good intentions too, so if you think something seems off about an IM or email, talk to that person to see what they really wanted to communicate to you. Most of the time you assigned your own tone to it and that is not what was meant by the writer of the communication.

Caryn Nadeau, *Senior Instructional Designer, SoCalGas*

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COMMUNICATION PRO TIPS

There should be an organization-wide, agreed-upon way of communication priority. Emails, pings, calls, etc. should all have a priority, and they should be used respectfully. For example: A ping is more important than an email, a call is of high importance, and so on. Also, learning the ways of teammates really help. For example: I'd be very uncomfortable with unscheduled calls. Others, not really. We need to learn what's comfortable for people.

Megha, *Instructional Design Consultant, SEOmonitor*

Use the tools provided by online forums when meeting virtually (e.g., handsup) so that everyone feels heard.

Toni Walton, *Learning Specialist, The Public Trustee*

Ask clarifying questions and reach out via multiple methods to get the information you need.

Kathy, *Clinical Corporate Trainer, Life Extension*

If you have to send a long email, include a summary at the beginning. Identify people by name in the summary and in the body of the email if they need to pay attention to specific sections or tasks. If your email software lets you bookmark and hyperlink to sections in the email, create a "table of contents" and link to the sections. This lets readers skip sections that don't apply to them.

C. Blaise Mitsutama, *Learning Architect, American Tire Distributors*



COLLABORATION

Collaboration is a hallmark of many workplaces but a hybrid environment can put a crimp in it. Sometimes the challenge is logistical, such as determining an appropriate time to work together on a project when some team members are in another part of the world. In these instances, intentional thought, planning, and appropriate technology is crucial for success.

Yet sometimes the struggle is more nuanced. Numerous respondents discussed the special challenge of collaborating with remote new hires who lack basic understanding of the dynamics of how certain teams worked together in the past. It can be hard for such individuals to establish personal bonds with a team they may never have even seen or interacted with in real life.

COLLABORATION PRO TIPS

We are flexible about meeting attendance. The people in India often have to work their night to attend meetings in our day. Those who want to work during their night are welcome to do so. Otherwise, we tag up through Teams chats for questions, etc., and meetings are recorded.

Cass Hall, Sr. Technical Writer, Micro Focus

No one wants more meetings but check-ins are an easy way to collaborate if we are not in the office.

Joe Howarth, Curriculum Development,
University of Maryland School of Pharmacy

We have established two core days, with a portion of the day being core hours. This allows meetings to be scheduled during a time when all team members must be available.

Tina Beauchamp, Education Content
Development Specialist, NPI

As new hires come in they have no real way of understanding who different teams are and how we all previously worked together, and they have no way of properly establishing personal bonds within a team they rarely see in real life. Other than regularly-enforced days in the office (which everyone bristles against for different reasons and will likely never happen more than once a month), I have no idea how to overcome this.

L, L&D Content Producer

Use collaborative tools such as Miro during and between meetings where folks have “homework” to review and contribute; especially for folks who are more deliberate thinkers.

Beth Eberhardt, Talent Development
Manager, Land O'Lakes

Hybrid teams need to have an embedded practice of updating calendars using built-in indicators ... the Teams dots red, yellow, green, and so forth.

Joe Hauglie, Instructor Sr., Arizona Public
Service

COLLABORATION PRO TIPS

Set an established focus time in the day where nobody talks to anyone and people work individually to get things done. Set communication time everyday where everyone is present and available for conversation to clear roadblocks.

Megha, *Instructional Design Consultant, SEOmonitor*

Collaborate on live documents to avoid multiple copies of documents.

Ryan Hannon, *Freelance Project Manager*

Use all the tools you have available to you to keep lines of communication open and shared work accessible.

Eileen Bryson, *Customer Success Manager, TalVista*

Have specific shared goals that are the focus. Keep the goals of the project clear and always the priority. At Apple, we do this pretty well. Our teams are always cooperative and work well together.

Mike Doyle, *Instructional Designer/Video Writer Apple, Inc.*

When hybrid team members must work together on a project, we do a "Memorandum of Agreement" so that all members fully understand their part and requirements.

Nancy Santiago, *eLearning Producer, Department of Veterans Affairs*

We find online meetings actually work better [than meeting in person]. It's easier for everyone to get their say and to share resources, and screen sharing is much easier online than sitting in a conference conference room.

EO, *Education Designer, Law Society*

We need the ability to create, brainstorm, and rework together asynchronously, as well as synchronously.

Diane McRandal, *Instructional Coach, Edmentum*



ISOLATION

Working alone at home without the opportunity to discuss ideas or bounce potential solutions off of a colleague can be isolating. Remote workers acknowledge that getting to know new employees, strengthening personal relationships, and staying connected with the rest of the staff can be challenging in a hybrid environment.

Survey respondents advise companies that choose a hybrid environment to create a culture where every employee feels seen and heard. Remote workers want to feel like they are valued members of the team and are ‘in the loop’ of day-to-day business. Once again, combatting the isolation that some remote workers experience requires an intentional and deliberate plan.

ISOLATION PRO TIPS

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Schedule online coffee chats, play a game together, or have someone do a teach back on something they learned. Also, we schedule 15-minute online watercooler chats with individuals that we want to touch base with or get to know.

Caryn Nadeau, *Senior Instructional Designer, SoCalGas*

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Get dressed! Even though you may not be going to the office, dressing business casual helps it feel like you are.

Josh B., *Instructional Designer, John Deere*

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Assign someone (on a rotating basis) to be the online advocate in the in-person environment to ensure we are including everyone.

Scarlett Winters, *Instructional Designer, ACUI*

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We have a 15-minute huddle every morning where we're forbidden from talking about work. We discuss who's doing what on the weekend, hobbies, family stuff, etc., but nothing about work unless it's urgent.

Robbi James, *Learning Systems Specialist, Western Financial Group*

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Host online events such as team lunches, happy hours, or just end-of-the-week chats. However, have a “do not discuss projects or work issues” rule. Keep it light and more about getting to know each other.

Jeffery Goldman, *Senior Instructional Designer, Johns Hopkins Health System*

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Make a point to reach out to one team member each week and schedule a social chat.

Carie Whitehead, *Instructional Designer, EPRI*

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ISOLATION PRO TIPS

Online “happy hours” are great to get to know team members in the hybrid environment.

Nancy Cali, *Performance and Learning Architect, USF FCU*

We are global organization, so hybrid work is pretty normal for all of us. To address the missing social aspect, we set up weekly virtual Friday Fun meetings to share personal and professional wins and just to simply chat about nonsense. We all look forward to those meetings.

Dawn Chamberlin, *Senior Instructional Designer, Optimizely*

When the on-site team does a lunch celebration, the remote people aren’t included. Send a GrubHub delivery to your remote staff during events like this.

Jean Marrapodi, *Chief Learning Architect, Applestar Productions*

Working from home is great for flexibility but can be challenging for keeping up personal connections.

Angela Lesperance, *Instructional Designer, Junior Achievement USA*

Set your alarm and create a routine, just as if you were going to the office.

Tim Nagy, *Sr. Instructor/Designer, US Dept of Energy Contractor*



PRODUCTIVITY

In a hybrid work environment, productivity is a concern for both remote employees and their managers. Those who work from home often struggle to separate their work life from their home life. Thanks in part to “always on” technology, remote employees can find themselves logging more hours than they would if they were in an office.

Conversely, supervisors are sometimes skeptical of whether a remote team member is actually working when they are “on the clock.” Clear policies and a sense of trust is essential when navigating this challenge

PRODUCTIVITY PRO TIPS

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Act and dress like you are in the office. Too many people have embarrassed themselves with being overly ‘homey’ or ‘comfortable’.

David Langlotz, *Learning & Development Lead*

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I find myself taking on a far greater workload than I would have carried at an office. The expectations and volume of work right now are overwhelming. Separation of work from home life is a challenge. I am firm, however, that when I am done for the day, the computer gets put away and I don’t get it out on days off or weekends.

Paula Ring, *Training Specialist, 3M*

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A big challenge is the old mindset of thinking that all productive work is completed within the confines of the office. The thought is: If we do not see you in the office rubbing elbows around the coffee room/ water cooler, we do not see your true potential, as you are more productive in the office.

A tip to combat this is evidence-based articles that show decision trees that illustrate when working in the office is more productive and when collaboration online is better. Use research to know when it is better to conduct work on-site and when remote work might be more effective. We have done this for training and education but when it comes to work, many managers, leaders, and executives are not able to decipher the differences.

Jason Barr, *Trg Coordinator UX Learning Platforms, Government of Canada*

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Discuss roles/responsibility with the team. Maintain a task list showing where/what each member has accomplished for a project, and update it on a weekly basis.

Nancy Santiago, *eLearning Producer, Department of Veterans Affairs*

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Some people do their best work in the office and some do their best work from home. I think companies should trust the employees to work in an environment that allows them to be their most productive, whether at the office or elsewhere.

Carol, *Senior Learning Manager, Visa, Inc.*

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In most modern offices, reliable technology is a given. Employees have access to fast internet, operational work stations, ergonomic chairs, and a closet full of office supplies. The same is not necessarily true for those who work from home. Such workers may be hunched at their kitchen table with a weak network connection, or they could be on a call when their headset dies and they have no replacement batteries handy.

Technology (or the lack of it) can hinder productivity and squelch the spirit of remote teammates. Some organizations require their hybrid workers to pack up their laptops and docking stations, and haul them back and forth between office and home every other day. As such individuals point out, it would be much more convenient to have a duplicate set of equipment at their house for the days they work from home.

Our respondents recommend that organizations invest in technology to assist the remote workforce. This would include having IT staff members that are dedicated to supporting remote employees, even helping such individuals set up their home office workspaces.

TECHNOLOGY PRO TIPS

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Schedule mini technology lessons in advance, using backup trainers to work with struggling participants.

Donna Bartlett, Senior ISD, Johns Hopkins Community Physicians

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I work three days in the office and two at home, I don't enjoy packing up my laptop and accessories every day. Sometimes I forget something like my mouse or port adapter and it's a pain in the butt. Create a little checklist to use at the end of day as you pack up.

Ken Garcia, Instructional Designer, Bloomin' Brands

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Invest in technology that bridges the remote communication and collaboration gap.

Hector Solano, Senior Instructional Designer, Amadeus

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The biggest challenge of working in the hybrid environment is people thinking you aren't really working. Be visible, stagger emails, and keep Zoom open so the available light shows.

David Langlotz, Learning & Development Lead

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Having physical workspaces that are not consistent is my biggest challenge. Having to move the computer from one setup to another is time-consuming and breaks the flow of the work. I'm trying to have duplicate workspaces with the same size monitors in both spaces in order to cut down on the adjustments and window setting. In addition, I don't use physical notes or whiteboards for notetaking. ... that way I don't need to transfer them.

Maria T. Beauregard, Instructional Designer/Trainer, ITC Holdings

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To minimize distraction at the office (or at home), use headphones ... it gives the appearance of “do not disturb.”

Angel Smith, Instructional Designer, IAPP

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TECHNOLOGY PRO TIPS

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Sitting still for hours on screens is physically draining. We need less video, more audio, and movement including walking meetings. Build a decision tree for needing to be on-camera.

Peter Talmers, *Senior Principal, Slalom*

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Ask the company/business to provide duplicate equipment. It should be a given now that we are in a hybrid world.

Ron Brockman, *IT Communications and Technical Trainer, Spectrum Brands*

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To assure clear communication and accountability, use cloud-based project management and cloud-based file sharing.

Jim McAllister, *Global Security Advisor, World Vision International*

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Nobody told us 30 years ago how to deal with email. All of sudden, tech was there! I guess the same goes for hybrid environments. All of us will have to find an equilibrium for ourselves and then share this with colleagues to come to a modus operandi that everyone understands and accepts.

Peter Mortier, *Learning Advisor, CIRB-CIBG*

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Reduce the number of web-based apps in use, and minimize Zoom calls in large groups.

Kelley, *Production Designer, Cross Fit*

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REFLECTIONS FROM PEOPLE WHO DO NOT CURRENTLY WORK ON HYBRID TEAMS

“ We are now a remote-first company and no longer have a physical office. Though I would not move to be near a physical office or near other workers, I would potentially and voluntarily set up a weekly in-person workday with other colleagues if there were enough in my geographic area.

Jessica Haberman, *Director, Learning Solutions, Anaconda* ”

“ Personally, I am very sad that my company has gone to a hybrid work model. I miss collaborating with my team and I am positive we are less effective. I would consider leaving to find a job that is at least part time in office.

Sara Shea, *CUNA Mutual Group* ”

“ Hybrid work was not an option for me. My work requires collecting physical samples; there is no way to make it remote.

Kris P., *Laboratory Technician, Laulima* ”

“ Our whole team has worked remotely full time since March 2020. We meet every once and awhile when needed for brainstorming or to build team cohesiveness.

Gretchen Morris, *Technical Training Specialist, Rothe Enterprises, Inc.* ”

“ I used to work in a hybrid team. It always felt a little silly for me to sit in a cubicle in North Carolina when the person I worked most closely with was in Amsterdam. We were meeting virtually anyway. Why did I have to be in the office part time? I understood it for certain meetings and events, plus supporting the physical training classrooms on-site. But so much more of my work could have been done remotely. Most hybrid work should probably be remote-first, and then on-site only when it actually matters.

Christy Tucker, *LXD Consultant, Syniad Learning* ”

REFLECTIONS FROM PEOPLE WHO DO NOT CURRENTLY WORK ON HYBRID TEAMS

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I cannot take advantage of hybrid work at my company because I was hired as a remote employee during the pandemic. I don't live near the office. I sometimes bear the personal cost (train, hotel, food) of visiting the office so I can connect with colleagues in person. Colleagues who live near the office are also remote-first, so it's rare for people to be in the office.

Bobbi Vernon, Senior Learning Architect,
Global Skills X-Change (GSX)

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If remote work was available at my organization, I would take advantage of it. Sometimes I'm able to focus better at home, and having the flexibility to work different hours based on other work and home concerns would be extremely beneficial for myself and my company.

Rita E. Crews, DMSc, MHSA, PA-C, CPHQ,
South College School of Physician Assistant
Studies

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Management encourages our team to come into the office, on a schedule we agree on, with flexibility of the number of hours we work together. This has enhanced the quality of work we do and increased engagement, and for those of us taking advantage of it, a more rewarding working environment.

Gwendolen Mottern, Business Intelligence
Analyst, Senior, Geisinger

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My situation is probably fairly common: We have no staff that are officially remote/hybrid (due to our work in human services) but some departments routinely take remote days. I would prefer a permanent arrangement but the culture seems to be that if your role allows it and it gives you flexibility/productivity on a given day, your supervisor will approve it.

Suzanne, Director of Professional
Development and Research, The Guild for
Human Services

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CONCLUSION

Although a growing number of organizations are actively embracing it, a hybrid work environment is not for everyone. While it may work splendidly for certain companies, it can be disastrous for others. Each organization must find the right balance.

Many employees view a hybrid work opportunity as a precious gift. “Don’t abuse the privilege of having a hybrid schedule. There are lots of other jobs without that luxury and there are people who would love to have the opportunity,” says Ron Brockman, IT communications and technical trainer for Spectrum Brands.

Yet Chuck Barritt, principal learning strategist at PG&E, acknowledges that there is a flip side to the practice. “Make sure you have a rich out-of-work social life, as five days a week of remote does seem isolating on cold winter days where you can’t just get out and enjoy a meeting on the patio,” he says.

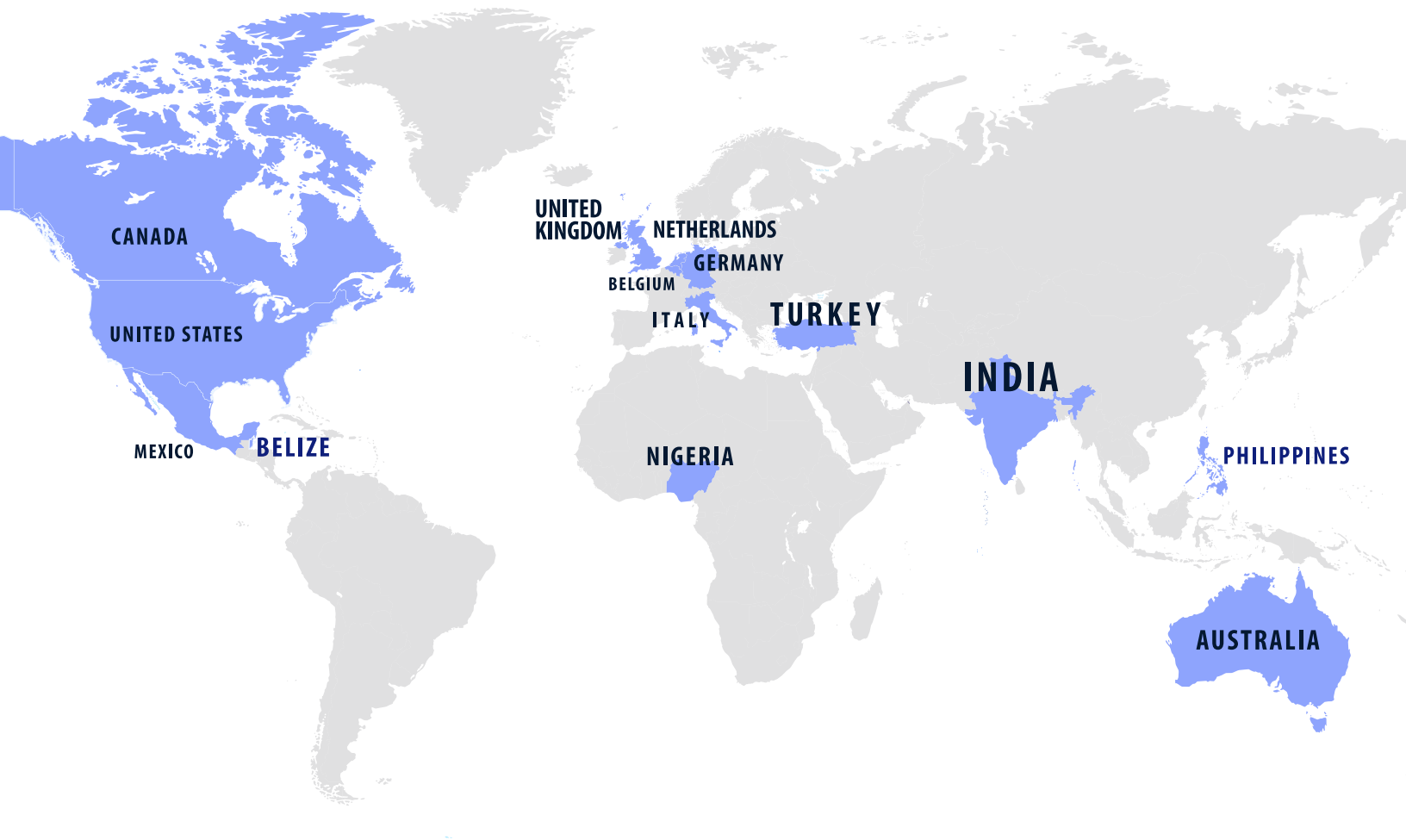
— “ —

“Hybrid is the new normal. We need to find ways to make it work and make the most of this system.”

Megha, Instructional Design Consultant, SEOmonitor

— ” —

ADDENDUM



RESPONDENTS FROM AROUND THE WORLD

Over 100 people from 13 different countries responded with tips about hybrid work.

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Belize
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Germany
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