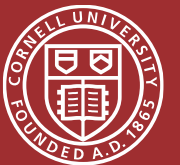


# OPTIMIZING HYBRID WORK

Bradford S. Bell

William J. Conaty Professor of Strategic Human Resources and Director of the  
Center for Advanced Human Resource Studies (CAHRS)



## Yelp to close 3 U.S. offices, saying the "future of work" is remote

MONEY  
WATCH

JUNE 23, 2022 / 5:21 PM / CBS/AP



COMMENTARY • RETURN TO WORK

## GitLab CEO: 'Remote work is just work'

BY SID SIJBRANDIJ

June 21, 2022 6:07 AM EDT

# Hybrid work may be HR's key to retention

## 5 reasons why hybrid work is a win-win for employers and employees

By [Deanna Cuadra](#) October 17, 2022 2:01 PM

# Why Bosses Who Praised Remote Work Sour on Productivity From Home

Some companies now see flexible work setups as a liability in a slowing economy

1. Back-to-office push reflects bosses' renewed sense of control in a slowing economy
2. Initial success of remote work is unsustainable
  - “Sure, there were a few distractions around the house, but no one was sneaking off for a round of golf or a leisurely lunch at a restaurant during the workday because everything was closed”
  - Employees worked well on Zoom with colleagues they already knew, but has been harder to get new managers and employees up to speed
  - At-home performance lower than in-office performance
3. “As we head into a year of efficiency, trust and human bond will be needed more than ever”

# CAHRS WORKING GROUP: EVOLVING & OPTIMIZING HYBRID WORK

## Current State

- How has hybrid work in your company evolved since it was first introduced following the pandemic?

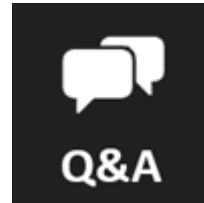
## Impact of Hybrid Work

- What impact has hybrid work had on different employee groups and outcomes?

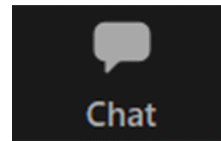
## Unresolved Issues

- What are the unresolved issues and pain points related to hybrid work?

# HOW TO PARTICIPATE IN TODAY'S CAHRSCAST



Submit your questions to the presenter throughout today's session via the Q&A feature.

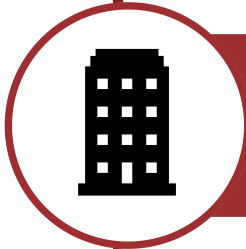


Share your reactions and experiences with other attendees using the Chat feature.

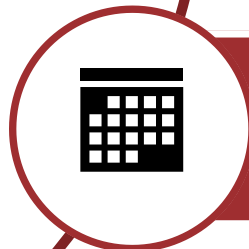
# THE CURRENT STATE: DECISION-MAKING



More differentiation in hybrid work models based on location, unit, role, etc...

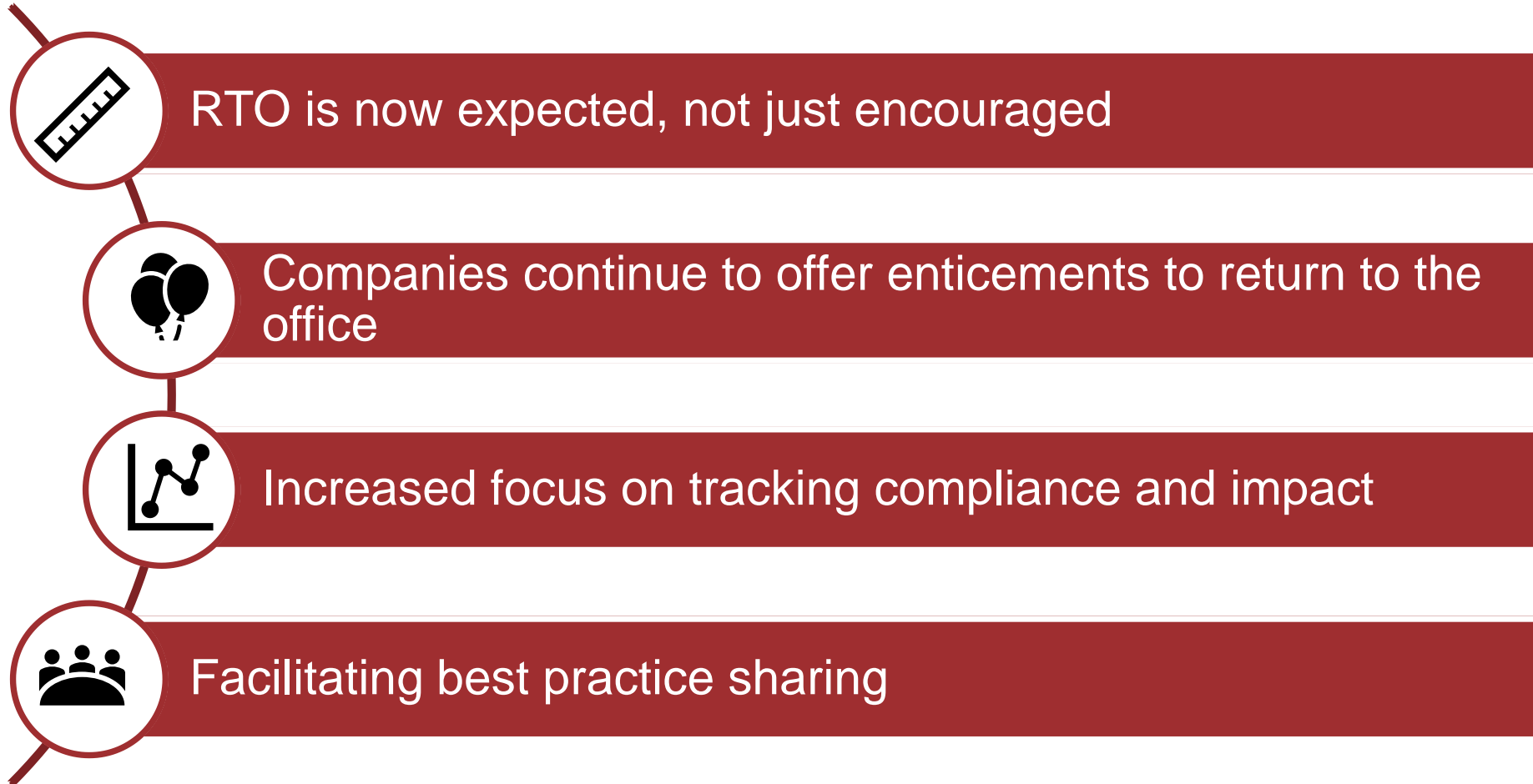


Increase in minimum onsite days

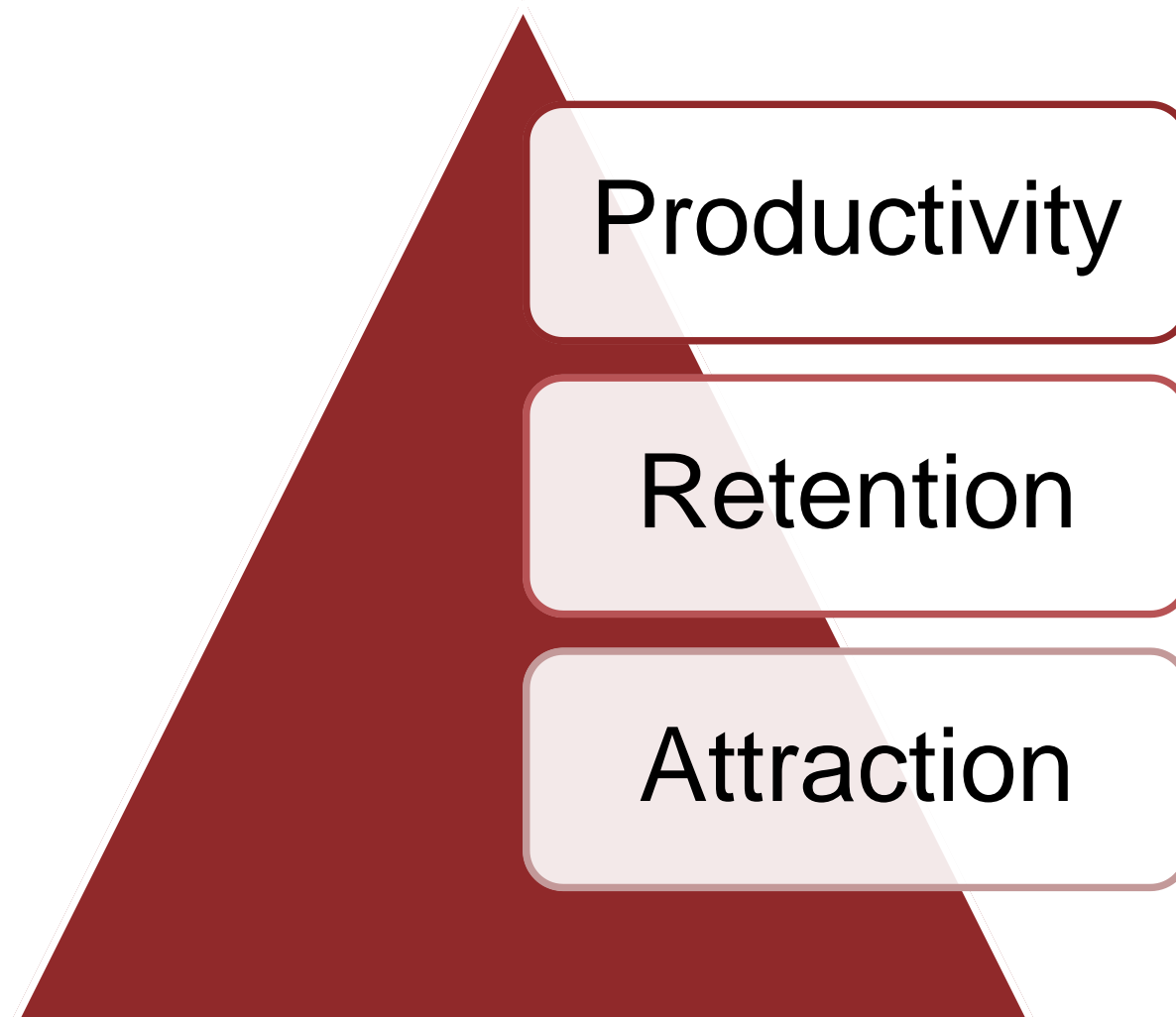


More fixed scheduling of onsite days

# THE CURRENT STATE: IMPLEMENTATION



# IMPACT OF HYBRID WORK





# UNRESOLVED ISSUES



Requests for additional flexibility



Creating a sense of connectedness



Managing fully onsite employees

**QUESTIONS?**

## UPCOMING CAHRS WEBCASTS

### Employee Value Proposition and Benefits: Past, Present, and Future Connections

- May 16, 2023: 1:00-2:00pm (ET)

### Managing Talent in an Ever-Changing World

- May 25, 2023: 1:00-2:00pm (ET)

**Learn More & Register: [cahrs.ilr.cornell.edu](https://cahrs.ilr.cornell.edu)**

# **THANK YOU**

See our website: [cahrs.ilr.cornell.edu](http://cahrs.ilr.cornell.edu)