The Transition Guide to Hybrid Work

by tb.lx

Practical tips for everyday work
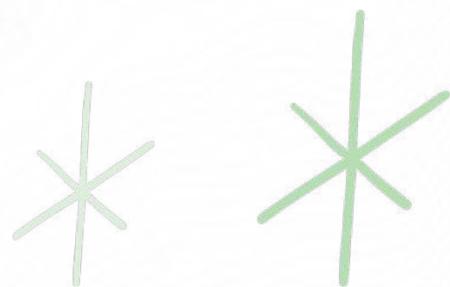
Note From the Authors

If you open your LinkedIn right now and scroll through your feed, chances are high that you will come across the term "Hybrid Work" a few times. Is this just another term of the "new normal" that will soon be replaced by something else? Is it just another buzzword?

No! **Hybrid Work is here to stay!** And it is important to enable your team and your company to smoothly move towards it.

This is why we wrote this transition guide towards Hybrid Work, in which we included all of our learnings from the past year, as well as best practices from the industry.

We hope that this can help you with the transition and answer some of the burning questions you have. For any additional questions, always feel free to reach out to us via LinkedIn or email.

Cheers from Lisbon,
The tb.lx People & Culture team

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About tb.lx

tb.lx by Daimler Trucks & Buses is a startup within the corporate based in Lisbon, Portugal, founded in 2018.

With the vision to live in a world of sustainable and connected transportation, tb.lx is developing global eMobility Solutions and Connectivity Services for the several global Daimler Trucks brands like Mercedes-Benz, Fuso or Freightliner.

These new customer-centric products improve vehicle efficiency, costs and sustainability for users all around the world, such as fleet managers, drivers, operators, cities.

For more information please visit tblx.io
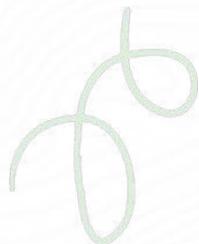
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1. Where do we come from?

1.1. The work culture pre-pandemic

**We all have a different starting point**

It is important to note that we all started our journey from a different position. Some of you might have already had home office days incorporated in your work life pre-pandemic, others thought they could only perform their task onsite, and others never even questioned working from the office or weren't allowed to work from home. But the pandemic made us all pack up our laptops and screens and move our office into our living rooms, kitchens, or guest room.

Now it is time to think about our future working model. How can we benefit from all the great new habits we developed? What have we learnt in the past year? What is here to stay and which valuable things from the past do we want to integrate back into our work life?

How you transition into a new work culture is important

One thing we all learned: the transition time is important! When offices closed in 2020 because of the pandemic, we did not have any time to adapt to this new way of working. We had to change everything from one day to the other. And that hurt. Now we are in the privileged position to think about the work culture we want to build, and the working model we want to live in. Because now we have the time to reflect on the past and the present and be prepared for the future.

1. Where do we come from?

1.2. Self Reflection: Your work culture pre-pandemic

Throughout this guide we use some self-reflective questions to help you to be more aware of your individual situation. Use them as a tool to get the most out of our learnings and adapt them to your reality.

Please reflect on the following questions concerning your working model and culture pre pandemic:

How was the culture in your company pre pandemic? Which things worked well, which didn't?

a. As an employee, which things did you like and which would you have wanted to be improved?

b. As a manager, which things within your teams did you like and which would you have wanted to be improved?

How was trust handled amongst your teams and how self-responsible were you for your work?

Was home office possible and accepted in your team?

1. Where do we come from?

1.3. The work culture during the pandemic

Talking about pandemic times, we may have often felt like this:

"Everyone experienced some struggles in their own way"

But despite all those troubles, or maybe because of them, we all developed some kind of remote culture, or it developed itself.

Some of us grew closer together with their teams, others drifted away from each other. No matter on which side of the scale you are, there were for sure some things you liked about the work setup of the past year, and some things you didn't.

We collected the main reasons employees like or dislike their current remote work setup. But this can be very individual to you and your team. So, please, ask your employess what they liked and disliked about the current remote setup.

Some issues we all dealt with while finding our new work routine were:

✗ Jumping topics   ✗ Loss of team culture

✗ Increased workload   ✗ Anonymity

✗ Lack of Motivation   ✗ Micromanagement

✗ Family Support   ✗ …

✗ Loneliness

(please cross out the ones that didn't apply, or add to the list)

👍
- Flexibility of when and where to work
- Better work-life balance (walking the dog during lunch, doing laundry in between calls)
- Increased emotional connection between colleagues (going through something together)
- Less time spent commuting

👎
- Disconnection from colleagues
- Increased workload
- Lacking transparency about the work of others
- Back-to-back virtual calls without breaks

1. Where do we come from?

tb.lx

1.4. Self Reflection: Your work during the pandemic

How does the past or the present look like in your company? **Please reflect on the following questions:**

What did you like about your remote work setup during the pandemic?

How is trust handled within your team, and did this change over the course of the pandemic?

How are your meetings different from before?

What did you dislike about that work setup?

How is your relationship with colleagues that you knew before vs. those you only met remotely?

How are touchpoints with your team or your company different than before?

How did your work day change?

Anything else worth mentioning here about your current remote work setup?

2. Where are we going now? - We go HYBRID

2.1. Defining Hybrid Work

If you worked with the Self-Reflection questions, you are probably clearer now on all the things you want to keep in the future, and the things you can't wait to gain back from the past. And we found the solution for you: **Hybrid Work**.

"Hybrid Work means working from where you work best, the office, your home, or any place in the world (as long as it has stable internet connection)"

Before we dive into Hybrid Work, let's take a look at the different terms around the future work setups which are often confused:

Office Work = The traditional way of working. Everyone is working from the office.

Home Office Work = Working from your house. For many, this is the way of working we had to embrace during the pandemic.

Remote Work = Working from anywhere (shared co-working space, a rented house, a coffee shop, at home, etc.), but there is no shared office to meet face-to-face.

Hybrid Work = Combining all of the 3 above. Working from *anywhere*, meaning office, home office and/or remote.

it is NOT office + home office

2. Where are we going now? - We go HYBRID

2.1. Defining Hybrid Work

How we do Hybrid Work at tb.lx

The philosophy behind our Hybrid Working Model at tb.lx is that we trust our employees with finding their own best way to balance work and personal needs. The Hybrid Working Model means flexibility. We provide an office space for face-to-face interactions for those who prefer to meet, work and connect in person. At the same time, we are aligned with the remote-first mentality, which means that all of our processes and culture are built to support remote workers. For example, if we have a meeting and one person is not in the office, everyone dials in though their own device.

Our workplace is no longer just in the office — it's wherever we are. Whether we are working from the office, from home, from a nice spot we found in the city, or a mix of all of them.

2. Where are we going now? - We go HYBRID

2.2. The culture it takes to work in hybrid mode

walk the talk!!

Working in a Hybrid Work Model brings many advantages and opportunities to your team, but also comes with challenges. These challenges can be overcome by sticking to three principles: **Transparency, Trust, and Flexibility**.

TRANSPARENCY

In a hybrid mode it is essential to be transparent about basically anything related to work and to yourself in the work environment. Starting from what you are working on, where you feel blocked and need help, to your location and time zone, or how your current state of mind impacts your work. We all have more productive and less productive days, even in an office setting. But without seeing our colleagues face-to-face and sensing their emotions, it is hard to know when they need support and when they don't. We are all humans, and work takes up a big part of our day. So, if we are transparent about our work, we achieve better collaboration and better results as a team. But this only works if we also respect the next principle.

TRUST

This is something which doesn't come easy for most of us. Working in a new setup, perhaps with new colleagues we only met virtually, how can we trust someone we don't know in person? And let's be honest: Sometimes we don't feel like working, and do our laundry instead of answering e-mails, or go for a quick walk with our dog. And we ask ourselves if others also feel like this. But please remember: 1) we are all humans and we're not expected to be 100% on productivity mode for 8 hours non-stop. 2) as a leader or manager, you hired responsible adults, and you should treat them like adults! Your job is making sure that what needs to be delivered is clear, then you can trust them on how they will deliver it. We need to trust our employees with finding their own best way to balance work and personal needs. We should have a true concern for our people, be an example and really walk our talk by showing that we are trusting them and that we can be trusted.

FLEXIBILITY

Hybrid Work requires flexibility on all levels and from everyone involved. We need to be flexible with the availability of ourselves and our colleagues, depending on where we work and how we structure our work day. We also need to maintain this flexibility when our colleagues want to meet us in the office. Flexibility is a mindset and the cornerstone of Hybrid Work, so nothing is set in stone. As the world changes and working models are ever evolving, we can only succeed if we remain flexible.

2. Where are we going now? - We go HYBRID

2.3. The competitive advantage – Why people prefer to join and stay in hybrid companies

Let's try to look outside our box, beyond the four walls we have been staring at for too long. How does the talent market look like right now? And how will it develop in the future? What are other companies offering, what do employees value, and how do they work best?

Transitioning into Hybrid Work also means becoming and remaining an employer of choice

#1

> **Forbes**
> 16,810,818 followers
> 23h · 🌐
>
> The great resignation is in full swing, and CEOs are having to adjust to new expectations to retain top talent. To keep their best people, businesses need empathetic CEOs ready to nurture a culture of trust and transparency.

"The great resignation is here", we can read it everywhere. The current job market is hot and volatile. There are fantastic job opportunities all over the world right now, reachable from our living rooms. In these changing times, it is important to understand what the market is offering to candidates, and where we stand comparatively.

It is important to not only think about attracting new talents, but also about retaining the current ones. Because they are exposed to those new exciting opportunities as well. Your priority should be to understand what makes your employees stay or leave, and what might make new talents join your company. And Hybrid Work offers endless opportunities for this.

2. Where are we going now? - We go HYBRID

2.3. The competitive advantage – Why people prefer to join and stay in hybrid companies

We researched this question to find the most suitable and attractive Hybrid Working model for both the company and the employees. Let's give you some examples and insights from our studies:

Internal Studies

At tb.lx, we wanted to find out exactly what motivated our employees to remain in the company and what could eventually make them leave. For this, our HR team joined forces with our Data Science team and created an **HR Barometer**, a data-based tool, to assess people's motivations to work at tb.lx.

The main finding is that Flexibility and Work-Life Empathy are the main reason to for them to stay, which points to the importance of establishing and maintaining the Hybrid Working Model. On the other hand, a better offer regarding Compensation and Benefits is the main reason why people would consider leaving.

human resources barometer

Assessing people's motivations to work at tb.lx

External Studies

Slack's Remote Employee Experience Index states that *"only 12% of knowledge workers say they intend to return to working exclusively from an office, while an overwhelming 72% want a combination of office and remote work".* The top advantages of this combination include *"eliminating the commute, saving money, and improved work-life balance"* while "the biggest challenges include building relationships with colleagues, increased feelings of loneliness or isolation, and not being aware of what others are working on".

Together with **Landing.Jobs**, we created the **Tech Careers Report 2021**. The document clearly establishes that remote work is the future:
"More than a third of the respondents have a full or flexible remote job, and of the other 65% of professionals who said they had a full office job, almost 40% have adopted at least in some part a remote format due to the pandemic. Remote work is a growing tendency and it seems like full office jobs are becoming a thing of the past. Sooner than we think, we might have newer generations asking what offices were in "our time" (just kidding… but are we?)."

2. Where are we going now? - We go HYBRID

2.3. The competitive advantage – Why people prefer to join and stay in hybrid companies

Insights from our Tech Recruiters

What we have realized during recruitment processes at tb.lx is that the hybrid setup is the most attractive to the software engineering crowd. Engineers want to experience the flexibility of being able to work from home, or anywhere, while also having the possibility of going to the office every now and then, to interact with their team mates and perform team and company rituals face to face. This means that, if well implemented and lived by, Hybrid Work can be a competitive advantage for your company when it comes to attracting and retaining talents.

Insights from Social Media

If you haven't checked your LinkedIn yet, do it now and see for yourself what some of the New Work influencers are saying about Hybrid Work. We gathered some examples and inspiration for you here.

> Hybrid is a competitive advantage to attract and retain people

Ryan Roslansky · 3rd+
CEO at LinkedIn
2h ·

LinkedIn's hybrid approach: we trust each other
Ryan Roslansky on LinkedIn · 2 min read
The incredible business results we shared this week are a testament to how...

Return to Office Hits a Snag: Young Resisters

A generation gap has emerged between them and colleagues who value the workplace over the advantages of remote work. Bridging it may require flexibility.
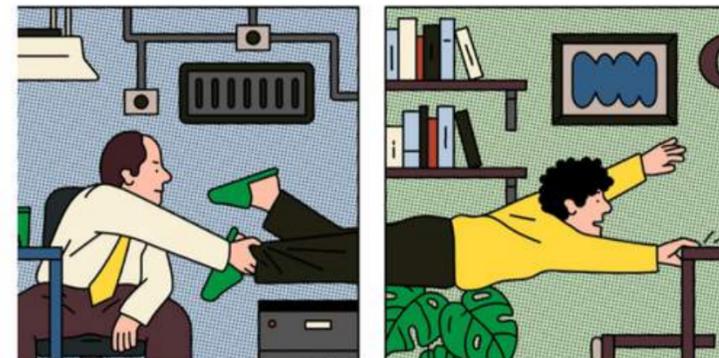
Most C-suite executives report believing that the primary center for work will be the office, while most employees report preferring a more flexible working model in the future
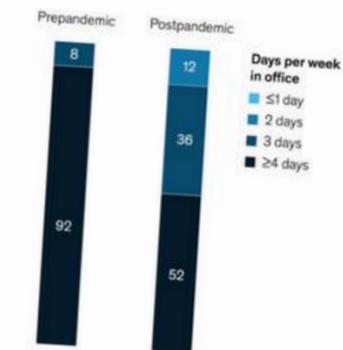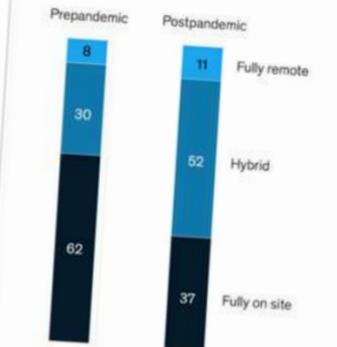
McKinsey & Company

Source: McKinsey CxO Survey on Return to Workplace, May 2021; McKinsey Reimagine Work: Employee Survey, January 2021

3. How to Transition to Hybrid Work?

3.1. Going hybrid in your teams

Now that you know the theory behind Hybrid Work, you might want to know how to put it into practice, adapted to reality. Here are some suggestions related to several aspects of your day to day, that will hopefully inspire your transition into Hybrid Work.

The foundation of your Hybrid Culture sits on three pillars: Communication, Documentation, and Tools.

COMMUNICATION

Hybrid Work will not be successful without transparent communication. So much can be lost in translation when we aren't physically together and the non-verbal layer is removed, that the key is to over-communicate. It is essential to have online communication channels and touchpoints in place, and emphasize asynchronous communication like chats and emails. But beware: written words can sometimes be misinterpreted, so make sure you are clear in your message and expectations. For example, state in how much time you need a response, what time zone you are working from, etc. And always have a positive intent when you read someone's written words.

DOCUMENTATION

Moving to a hybrid setup requires your team documentation to be on point, especially regarding processes and how things work. Everything that should be known, should be written down in a place that is easily accessible by everyone. Your company's documentation is the "single source of truth". Things get easily lost in e-mails, so maintain your Confluence, shared drives, or any other tool you use, and keep them up to date.

TOOLS

The transition to remote has introduced new online tools to your workday, and these will remain important in a hybrid setup. Using the right tools supports smooth collaboration and communication between teams. Try to find the tools which best fit to your company but avoid tool overload and choose wisely.

3. How to Transition to Hybrid Work?

3.1. Going hybrid in your teams

Team Rituals and Dynamics

Adapting your team dynamics to a hybrid setting may require some trial and error to assess what suits your culture best. Here are some examples:

Team Mandate: This is your set of rules to approach team work. Once you have agreed on that mandate, make sure to write it down and include it in your documentation. Of course, it can evolve over time and with learnings you make along the way.

Daily Sync: All teams have at least one daily video call sync together where everyone shares what they are working on and addresses potential blockers or joint priorities. Save the first few minutes for casual talk and try to keep it under the 30-minute mark. If a topic requires more time, discuss it later with the people involved.

Monthly Retros: Retrospective meetings give you room to address your team's feelings. They are a safe space to open up, build trust and psychological safety. Explore topics like: "what made you mad/sad/glad?" or "what should we start/stop/continue?". Retros will transform your frustrations into constructive feedback.

3. How to Transition to Hybrid Work?

3.1. Going hybrid in your teams

Team Rituals and Dynamics

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Walking Meetings: These are a fantastic way to fight virtual call fatigue and get the energy levels up. Prepare an agenda beforehand, join the call from a fully charged mobile device, and turn the camera off. If you turn a recurring meeting into a walking one, you can rotate the person taking notes on their laptop.

All Hands: Company-wide meetings, or Townhalls, are great to pass on important information but also to create a moment when everyone is together. Ideally, it is organized once a month, but it can happen more often if necessary. Here, frequency beats length. Try to have short company-wide meetings more often.

Team Ideation Day: Give each of your teams a small budget and the responsibility to organize a team get-together outside the office themselves. Spending an afternoon at a café to do an extended retro, or having a team ideation session by the lake, every team can choose the activity and location which fits best to them.

3. How to Transition to Hybrid Work?

3.1. Going hybrid in your teams

Socialization

Adapting your team dynamics to a hybrid setting may require some trial and error to assess what suits your culture best. Here are some examples:

During our fully remote times we created a list of remote activities. Available here.

Online

Virtual Coffees: Reach out to your colleagues and have spontaneous 1:1s to check-in and talk about something other than work. The goal is to purposely recreate the "water cooler moments" we used to have when we were all in the office - and encourage others to do so.

Virtual Afterwork Drinks & Games: Organized or spontaneous, casual online hangouts boost socialization. A simple happy hour or an easy online game (some suggestions of free games: kahoot.com or skribbl.io) are good opportunities to get to know your team beyond work.

Face-to-Face

Team day in the office: Schedule a day where your whole team – or most of it – goes to the office to work together. You may even have lunch together.

Playing sports: You may find that some of your coworkers share the same interests and hobbies as you. Why not meeting them afterwork to play a game? At tb.lx there are lots of people from different teams meeting up over sports: padel, football, roller skating, running, or yoga.

3. How to Transition to Hybrid Work?

3.1. Going hybrid in your teams

Team Events

The hybrid setting brings a lot of flexibility but it can also make your team feel misaligned or distant. While some people will go to the office very often and meet face-to-face, others may not go as often. These different approaches to hybrid can leave some people more disconnected than others. That's why it's important to have team and company events throughout the year to reunite and celebrate in person.

Weekend Away: A retreat in nature with little to no technology and lots of outdoor activities (e.g., surfing and volley-ball on the beach, olympics in the countryside, walking and biking in the mountains);

Dinner and Drinks: A social get-together with the team or the company;

Team Building Events: An activity that will make you work as a team but outside of work (e.g., paint-ball, escape game, sports)

Workation: Book a villa or a hotel in a beautiful setting where your team can work in a different scenery;

Company Party: Reaching a milestone is a great reason to host a company party. The closing of the year, the arrival of summer, celebrating the company anniversary, a popular Holiday... There are plenty of moments to celebrate together!

3. How to Transition to Hybrid Work?

3.2. Going hybrid in HR: **Recruiting**

Recruiting in a hybrid setting is usually fully done online for practical purposes. This brings new challenges. Things that you took for granted, such as analyzing the candidate's body language while answering your questions or even assessing their cultural fit. So, what can you do to ensure that your recruitment process remains as effective as before while hiring in a Hybrid setting?

Look in the Right Place: In a traditional Office Work setup, you are usually looking to hire people in your city. In a hybrid setup, you can think broader. National-level? Globally? It all depends on your strategy. At tb.lx, pre-pandemic, we used to mostly focus on hiring people that lived in Lisbon, where we are headquartered. Now we hire on a country-wide logic, looking for people based across Portugal. We also look for candidates globally, with the end goal that they work from Portugal, for which we offer a relocation package and tech visa sponsorship. That strategy is aligned with our desire to give people the flexibility they need while still being able to meet in person when we need to.

Look for the Right Skills: When evaluating potential candidates, look for skills that will make them thrive in a Hybrid environment. Aspects such as:

✓ **Strong communication skills** (written & verbal) and emotional intelligence for clear and transparent self-expression;
✓ **Adaptability**, since this is a new reality and still somewhat under construction;
✓ **Intrinsic motivation**, as they likely won't have a team by their side all the time and it can be hard to keep yourself motivated when working remotely;
✓ **Self-management** (including prioritization and focus) because working remotely requires a lot of self-awareness, responsibility and autonomy.
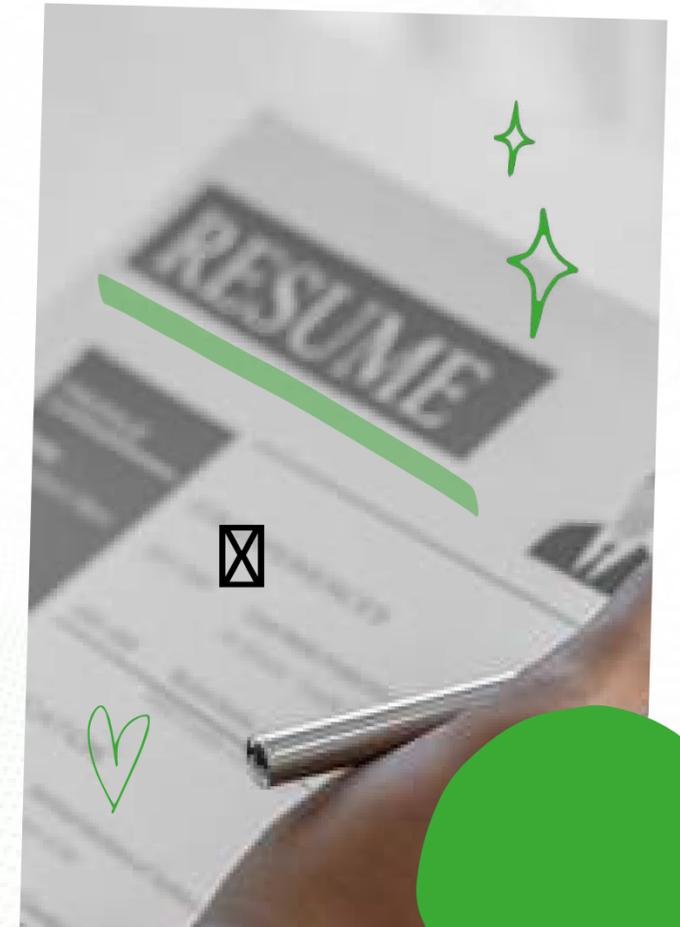
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Set Expectations Early On: Throughout the recruitment process, we want to make sure candidates will be able to work in this setup. Help them figure this out by setting realistic expectations regarding the day-to-day reality of a hybrid setup. At tb.lx, for example, we make it clear to our candidates that we have an office they can use when they want to, but also that they should be able to join in person in the office if they are requested to (e.g., for company events, offboarding, and signing specific documents that must be done in person).

Train your Hiring Team: Train your hiring team to interview remotely, teaching them to assess elements beyond in-person status quo and non-verbal communication.

Have the Right Tools: It is essential to have a centralized Applicant Tracking System (ATS) where everyone can collaborate and access candidate information and feedback.

# 3. How to Transition to Hybrid Work?

3.2. Going hybrid in HR: Onboarding

In a Hybrid Working Model you are likely to start onboarding people remotely, which brings new challenges: no office tour, no watercooler moments, and no company lunch. If you are going to onboard remotely, it is important to rethink the way you onboard… and even preboard!

For a remote new joiner, their team and team leader can be easily out of sight. Help them have a smooth start, go over responsibilities, and small tasks for the beginning. And most importantly, check in often.
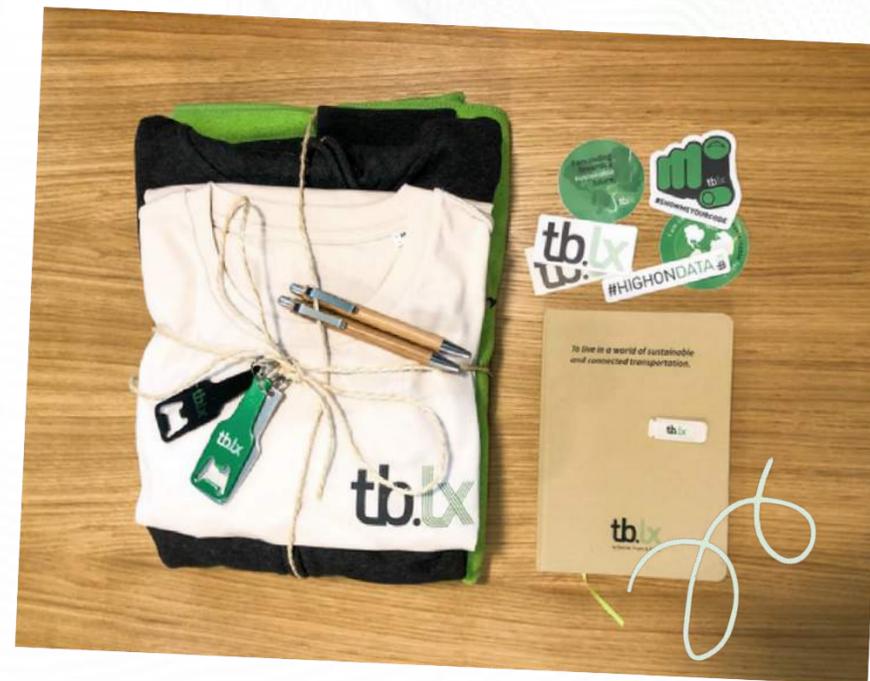
Example from tb.lx:

To make onboarding easier, we developed Project Zero to Hero. This is a map to introduce new joiners to our vision, important documentation, and initial tasks.

If you are interested in how we onboard in a corporate startup, read everything in our **Remote Onboarding Guide**.

3. How to Transition to Hybrid Work?

3.2. Going hybrid in HR: Onboarding

Working in a small company like a startup often means less hierarchies and more collaboration between teams and departments. Many things, like Onboarding, are organized by people across the organization, no matter their role or job title. So, whatever your job title is, these hybrid onboarding checklists are for you!

Before Day 1

- Deliver work laptop and devices (monitor, keyboard) to their home
- Deliver welcome kit to their home (if you have one)
- Grant access to all communication and documentation tools
- Plan their first week events (meet the team, inductions, etc.)
- Pair them with an onboarding buddy
- Prepare documentation and tasks to ramp them up in first weeks
- Send a welcome email

From Day 1

- Start with a welcome event online - e.g., company breakfast
- Share onboarding documents - e.g., company culture handbook, hybrid guide, onboarding roadmap, tasks, etc.
- Give an office tour (virtual or in-person)
- Give induction presentations - e.g., Company Culture & Processes with HR, Vision & Strategy with CEO, etc.
- Ask for feedback
- Have check-ins and touchpoints throughout the first weeks
- Consolidate their company knowledge through gamification - e.g., with an onboarding quiz.
- Celebrate milestones along the way!

HELLO

3. How to Transition to Hybrid Work?

3.2. Going hybrid in HR: Onboarding

The Onboarding Documents we use at tb.lx to facilitate a remote onboarding

A Guide to Hybrid Work: We give our new joiners a guide that explains how we do Hybrid Work at tb.lx. Why? Hybrid Work is a new concept, that is still confusing to some and there is no single recipe for Hybrid Work. We want to align expectations early and educate our new employees from early on to all move in the right direction.

An Onboarding Guide: A guide to our company history, culture and achievements. Why? To give everyone a shared understanding of our company culture.

An Onboarding Roadmap: A timeline and checklist that gives new joiners an idea of what their first weeks will look like. Some tasks they can progress on themselves (completing profiles, reading documentation, etc.) while others will be done with their buddy and/or team (inductions, tools setup, etc.). Why? To alleviate the overwhelming feeling of anxiety that can come when joining a new company – especially in a (somewhat) remote onboarding.

An International Onboarding Manual: At tb.lx, we approach and hire candidates worldwide but want them to be based in Portugal to create some sense of face-to-face culture, too. Therefore, we created our own manual to help newcomers navigate the Portuguese culture and the administrative processes which come along when moving to a new country. Why? To ease our people's move and integration, removing doubts and blockers and making them feel supported in this big personal decision.

3. How to Transition to Hybrid Work?

3.2. Going hybrid in HR: Offboarding

As undesirable and unfortunate as it may be, people sometimes leave or switch jobs, and your hybrid model should be prepared for this scenario. Even when you continue to use your official offboarding processes (signing papers, deactivate all accounts, transferring knowledge, leave interview, etc.), you and your team can still ease the goodbye process of your team mate and leave on good terms.

Announce your employees' leave as early as possible to avoid rumors:
Talk first with the direct team, and then with the other teams involved. Keep the information short and shift detailed questions to 1on1 sessions afterwards. You do not want to discuss the how and the why in the big group setting.

Organize a Goodbye get together: When you both leave on positive terms and if it is wanted by the employee leaving, host a virtual or in person get together to say goodbye and celebrate the time in the company.

End on the best note possible: Your soon-to-be-ex-employee can still be an ambassador of your company.

Keep in touch: Exchange personal contact info. You never know when your paths will cross again.

3. How to Transition to Hybrid Work?

3.2. Going hybrid in HR: The administrative side

The HR teams will be the facilitators of Hybrid Work and the go-to contact for when questions and issues arise. Therefore, regulations and guidelines need to be rethought. Below are some aspects which we implemented at tb.lx and which could be interesting for you to consider as well:

Sign contracts digitally: Following the respective legal and compliance processes, we should promote that all documents should be signed digitally using a secure software.

Add a contract addendum: You might need to rethink and revise your current and future employee contracts. At tb.lx for example, we realized that the current labor framework didn't include the flexible working model – only catering for full office or full remote setups. Together with our Legal colleagues, we drafted a contract addendum that reflects our Hybrid reality: allowing our employees to work from anywhere without having a teleworker status, as stated in national (Portuguese) law. The employee decides on which days they are working from where, and should be present on office premises if requested by the employer, with a notification period.

Broaden your Work Insurance to include office and remote: You might need to revise your work insurance framework so it covers your employees on different locations. In our case, with a written communication to the HR responsible, the employee can work from anywhere for a defined period of time and be covered by our work insurance. On top of that, we provide a personal insurance.

Rethink your Perks: In a regular office-first setup, you were concerned with having one place – the office – with the right equipment and working environment for your employees. In a Hybrid setup, this extends beyond the office. You might need to make it your responsibility that your employees have the right conditions and equipment to work from home. You can do this by providing work equipment for their home office (such as a monitor, mouse, keyboard, computer stand and laptop) or granting an allowance that would cover extra costs associated with remote work (e.g., higher utility bills).

Assign a Hybrid watcher within your HR team to oversee all the processes

3. How to Transition to Hybrid Work?

3.3. Talking about going hybrid

*Since having a Hybrid Working Model is the latest competitive advantage for companies, you should use it as a **pillar of your Communication and Employer Branding strategy**. For us, the strongest platform for Marketing and Employer Branding is Social Media; we incorporate our Hybrid Culture in our content by:*

Highlighting the hybrid approach in job ads;
Writing articles and posts about all the perks of a hybrid approach, such as:
- ◇ Compensation and benefits package;
- ◇ Highlighting flexibility and trust as competitive advantage;
- ◇ Sharing the best Hybrid Work practices;
- ◇ Employee testimonials;

Leveraging the employees' network
- ◇ Featuring them on social media posts;
- ◇ Encourage them to post job openings or personal stories related to their experience;
- ◇ Reaching out for referrals or recommendations;

Engaging with the tech community in online events, meetups and conferences:
- ◇ Choose a spokesperson to tell relevant audiences about your transition to Hybrid Work;
- ◇ Attending events also lets you learn from what others are doing;
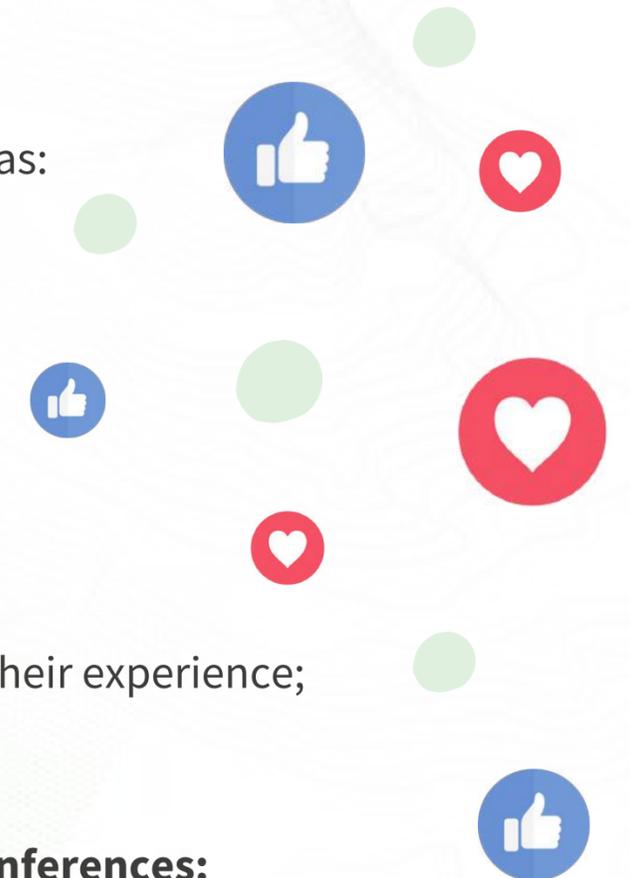
3. How to Transition to Hybrid Work?

3.3. Talking about going hybrid

In the end, your **Communications are your window to the external world** *and you will want to position your company as an attractive employer. Create materials that showcase your values in a genuine way, so that what the candidate sees is what they get. Here are some examples:*

4. The **Real Talk**: Myths about Hybrid Work

Let's address some of the myths and assumptions we might have about Hybrid Work. Here's some food for thought:

People will take advantage of this.

How? If people really want to take advantage, they will do it wherever they are, in the office or remotely. Again, it's all about trusting your employees to work their best where they feel at their best.

It's all about trusting your employees!

I cannot trust my employees.

Would you hire people you can't trust? You hire responsible adults in your company, and you should treat them as such! Your job is making sure that what needs to be delivered is clear, so trust your employees on how they will deliver it. Trust employees with finding their own best way to balance work and personal needs. People should feel comfortable to share what they think, their concerns and move forward. We should have a true concern for our people and really walk the talk.

We need to be in person to collaborate.

There are plenty of digital tools to support online collaboration. The majority of the workforce is digitally proficient and knows how to navigate the digital world. Make sure to train for digital readiness and get everyone up to speed on the tools you're using. Plus, the beauty of Hybrid Work is that it still allows for face-to-face collaboration when it is needed.

4. The __Real Talk__: Myths about Hybrid Work

Hybrid Work will divide my company.

The biggest challenge of Hybrid Work is avoiding that two different cultures develop parallel to each other: one with the people in the office, and another with the people working remotely. For those working mostly from the office, it is very tempting to fall back into old patterns, behave like we did in the past, and forget to integrate our colleagues working remotely. This is why it is important to set up a consistent hybrid culture, to ensure that everyone has the same working experience regardless of their working location. For example, taking all meetings online if at least one person is remote is a game-changing guideline.

What's the point in paying for an office?

Offering the possibility to work both in the office or from anywhere is the baseline of being hybrid. Face-to-face interactions are still essential to bring the teams together and strengthen the company culture. What hybrid means for office spaces is that future layouts might change, to allow for socialization and collaborative work.
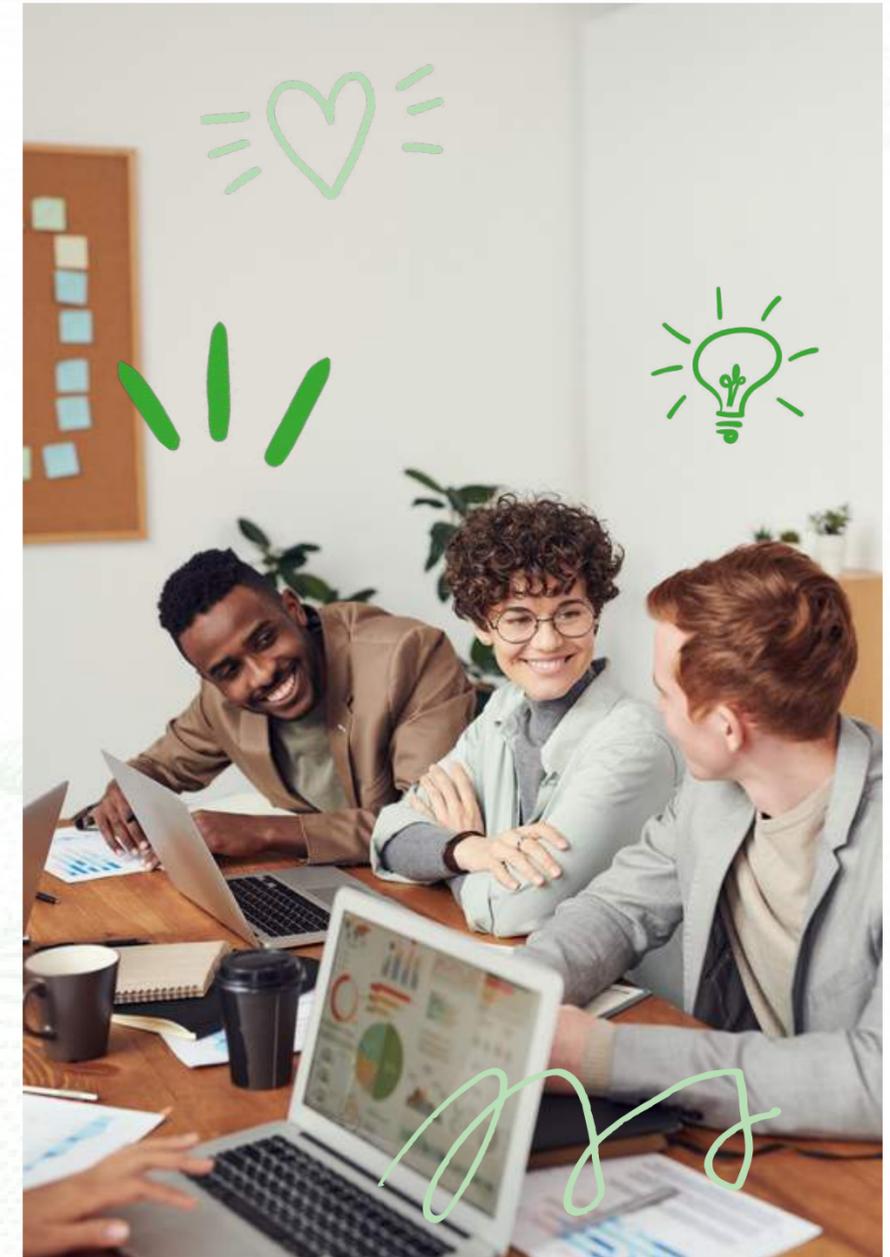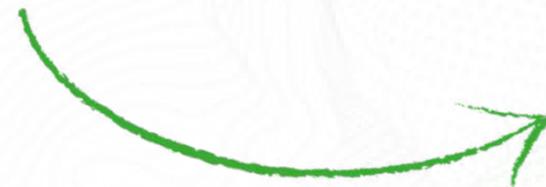
4. The **Real Talk**: Myths about Hybrid Work

The transition is a lot of effort; nobody has time to be responsible for that on top of their job.

Consider assigning a dedicated person or team to be the hybrid watcher. This is someone who oversees all these processes and is responsible for making Hybrid Work flow smoothly. Make this a priority in order to succeed at hybrid work. In the long run, it will save you time and costs on other ends.

What about confidentiality?

Working from several different locations can raise confidentiality concerns - People looking over your shoulder in a coworking space, having a virtual call in a public park, or even connecting to different networks. To minimize security and privacy threats online, connect to your company's VPNs. And as you did before Hybrid Work, don't discuss sensitive or confidential matters when you're surrounded by people external to your company, and ensure a private environment (like your home) to work on such topics.

Going Hybrid looks expensive.

At a first glance, you might think that providing equipment for a comfortable home office or paying a remote allowance will increase your operational costs. But if you look at this from a retention angle, adopting Hybrid Work might save you money in the long run with resignation settlements, recruitment costs and onboarding time and efforts. In addition, since in a hybrid setting it is unlikely for your whole team to be in the office at the same time, you might consider moving to smaller facilities, which also might save you some money.
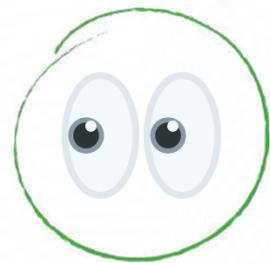
Hybrid & Remote Work:
• "Ready or Not: Here Comes the Hybrid Workplace" (Saltmine)
• "What it Takes to Make Hybrid Work" (Mural)
• "Remote Work at Scale" (Beau Lebens)
• "Remote Work Emergency Plan: What to do and Where to start"(GitLab)
• "Remote Work Policy" (BetterTeam)
• "Tech Careers Report 2021" (Landing.Jobs)

Culture
• "WFH 1 Year Later: Embracing a Remote-First Culture" (tb.lx by Daimler Trucks & Buses)
• "Becoming a Remote-First Company: Lessons Learned from an Unexpected Reality" (tb.lx by Daimler Trucks & Buses)
• "Guide to Remote Team-Building" (Remote-How)
• "How do you Support and Care for your Team during a Pandemic?" (Vizzuality)

Leadership
• "Making the Hybrid Worplace Fair" (Mortensen & Haas)
• "Managing Remote Teams" (KnowYourTeam)
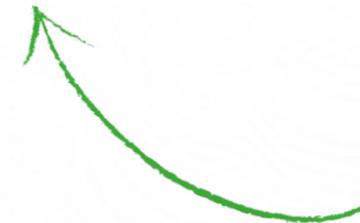
Onboarding
• "Remote Onboarding: A Practical Guide for Remote-First Companies" (tb.lx by Daimler Trucks & Buses)
• "The Only Onboarding Timeline You'll Need: From Offer to First Friday" (Percolate)
• "How to Craft a Killer Onboarding Process for Your Remote Developers: Advice From Tech Leaders" (Utopicode)

Recruiting
• "Distributed hiring and remote working – The essential guide" (Greenhouse.io)