Hybrid Learning in a Hybrid Work Context

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The Future of Work

• The future of work swept in sooner than expected

• We observe an urgent need for new maps, new mindsets, new strategies responding

Work disrupted:

• Work itself,
• Work as an activity (not as a place),
• Workspaces,
• Working times, and
• Working interactions

• For us as individuals, and as organizations and communities, Covid-19 has indeed been an accelerator to the future.
However, the real opportunities lie not in doing the same things that we’re doing today, only a little bit better and a little bit faster.

The real opportunities lie in the exploration and journey that allow us to discover how we can do things differently. 

*The difficulty is not so much in developing new ideas as in escaping from old ones.* — John Maynard Keynes
The Future of Work is Hybrid
The fundamental question *Work Disrupted* raises

- What lens are we choosing as we look ahead?
- Are we viewing the future as an extension of a predictable past, or are we viewing the future as a broad set of new opportunities that will reflect whatever we think is possible?
- How we will deal with the **hybrid-work paradox**: the vast majority of employees say they want more flexible remote work options, but at the same time also say they want more in-person collaboration, post-pandemic.
Beyond remote: Recommendations for shifting to a hybrid workforce future

A new “hybrid” working paradigm

**HR**
Rethink the sourcing model to enable “deliver where you are”

**Leadership**
Define what constitutes “authentic” leadership: encouraging autonomy, empathy, and transparency

**Culture**
Reinvent a “trusted” work culture with new collective rituals

**Workplace**
Install a robust digital infrastructure to accelerate seamless digital working
Shape up organizational real-estate to address the needs of a hybrid workforce

Tailor the employee experience to adapt to a hybrid operating model

Establish a business case for the target hybrid operating model
The COVID-19 pandemic has opened up an opportunity in this regard as people have become more familiar with online learning delivery and virtual collaboration with work colleagues.

This experience has also sparked growth in the digital learning market and secured wider acceptance — both at the corporate and individual levels — of the value of online skills training.

New learning habits are being created amid a new way of working.

People across the world are embracing digital and being more innovative, creative, and collaborative.
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COVID-19 is pushing companies
to scale remote work
[83%]
to accelerate digitalization
[84%]
to accelerate automation
[50%]

Reskilling needs
50%
of all employees will need reskilling by 2025.

Reskilling needs
40%
of current workers’ core skills are expected to change in the next 5 years.

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Upskilling and reskilling is the top priority for L&D pros globally

The top three areas of focus for L&D programs in 2021, in rank order:

1. Upskilling and reskilling 89%
2. Leadership and management 53%
3. Virtual onboarding 33%

% of L&D pros globally who identified these programs as their top priority in 2021

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We have entered the era of building resilience and digital fluency

According to L&D leaders globally, resilience and digital fluency were cited as the #1 or #2 most important skills across every country we surveyed.
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Microsoft strategy:

- The new hybrid work strategy is broken down into three parts:
  - People, places & process

- Flexibility in when, where and how people work

- How we use the space?
  - The company won’t only rely upon physical locations to collaborate. Spaces will need to be reimagined. To level the playing field, everyone should have a “common view of meeting participants and be able to connect with them.”

- Consider how to reduce the volume of traditional meetings by using asynchronous communication and collaboration tools. Asynchronous methods help you provide feedback, brainstorm, share content, and ideas even if you can’t meet in the same place during the same time.
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How to think about asynchronous methods

<table>
<thead>
<tr>
<th>Traditional meeting type:</th>
<th>Meeting goal:</th>
<th>Asynchronous solution:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurring status update meetings</td>
<td>Update a specific audience on project status and give an opportunity to ask questions and share feedback</td>
<td>Use a SharePoint team site to provide a secure landing place where project status and news can be shared in one place</td>
</tr>
<tr>
<td>General announcements</td>
<td>Share important news that does not need to be given in real-time</td>
<td>Publish SharePoint news to a specific Microsoft Teams channel or send an email message to a channel in Teams</td>
</tr>
<tr>
<td>Check in</td>
<td>Touch base with a teammate or partner to get up to speed</td>
<td>Chat in Teams and Teams channels, or catch up on meeting notes and recordings</td>
</tr>
</tbody>
</table>

- Teams apps for meetings can enhance your meeting experience at every stage:
  - Before,
  - During, and
  - After.
- Teams apps are used to:
  - Gather consensus,
  - Seek input, or enable a team to view or interact with data during a meeting. Many of these apps offer different views for meeting organizers, presenters, and attendees as well as features that are specific to each role.
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• Build A Collaborative Technology Platform.

• The technology industry is very focused on this market. Vendors like Zoom, Microsoft, Cisco, Salesforce, Google, Facebook, and almost all others are pouring billions of dollars into tools for **virtual meetings, collaboration, knowledge management**, safe workplace, **wellbeing**, and **video sharing**.

• “…help employees pick up knowledge and credentials so that others can find them and build upon their expertise. It’s why we’re providing personalized training content to employees and also centralizing companywide training, all within the flow of work.”
Microsoft way forward

→ Create a plan to empower people for extreme flexibility
  → It starts with answering critical questions: How are people doing and what do they need? Who will be able to work remotely, and who might have to come in? How often?

→ Invest in space and technology to bridge the physical and digital worlds
  → Office space no longer stops at the office. Meeting rooms and team culture will need to evolve to ensure all voices are heard.

→ Combat digital exhaustion from the top
  → It won’t be easy, but consider how to reduce employee workloads, embrace a balance of synchronous and asynchronous collaboration, and create a culture where breaks are encouraged and respected.

→ Prioritize rebuilding social capital and culture
  → Teams must reframe network-building from a passive effort to a proactive one, encourage and reward managers to prioritize building social capital at work, and seek to create a culture where social support thrives.

→ Rethink employee experience to compete for the best and most diverse talent
  → The talent landscape has shifted, and employee expectations have changed. The best leaders will empathize with the unique needs of each group in their organization, and see remote work as a lever to attract the best and most diverse talent.
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