Hybrid Learning in a Hybrid Work Context

Dr. Alfonso Bustos

https://www.researchgate.net/profile/Alfonso_Bustos

BSM / UPF Barcelona

buds
Building Up Digital Strategists

TOR VERGATA
UNIVERSITY OF ROME

uc3m | Universidad
Carlos III
de Madrid

UNIVERSIDADE
NOVA
DE LISBOA

University
of Antwerp
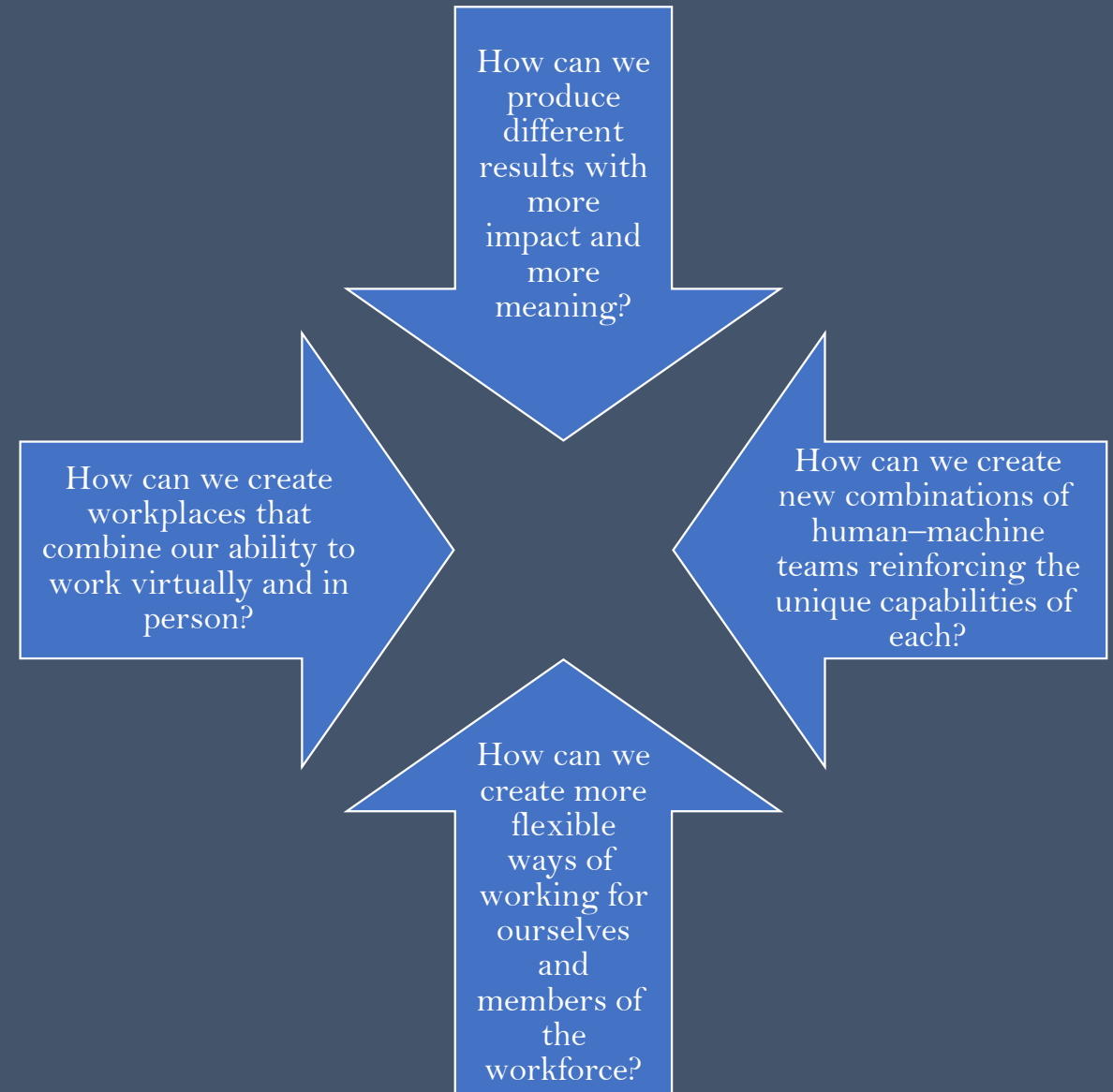
UNIVERSITY OF
EASTERN FINLAND

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.

The Accelerated Future of Work

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.
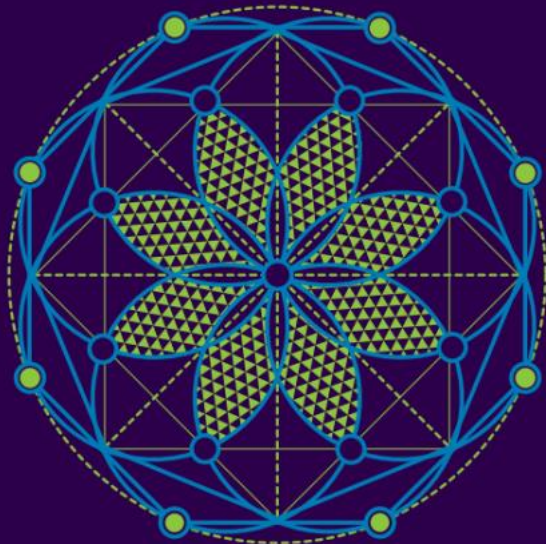
How can we produce different results with more impact and more meaning?

How can we create workplaces that combine our ability to work virtually and in person?

How can we create new combinations of human–machine teams reinforcing the unique capabilities of each?

How can we create more flexible ways of working for ourselves and members of the workforce?

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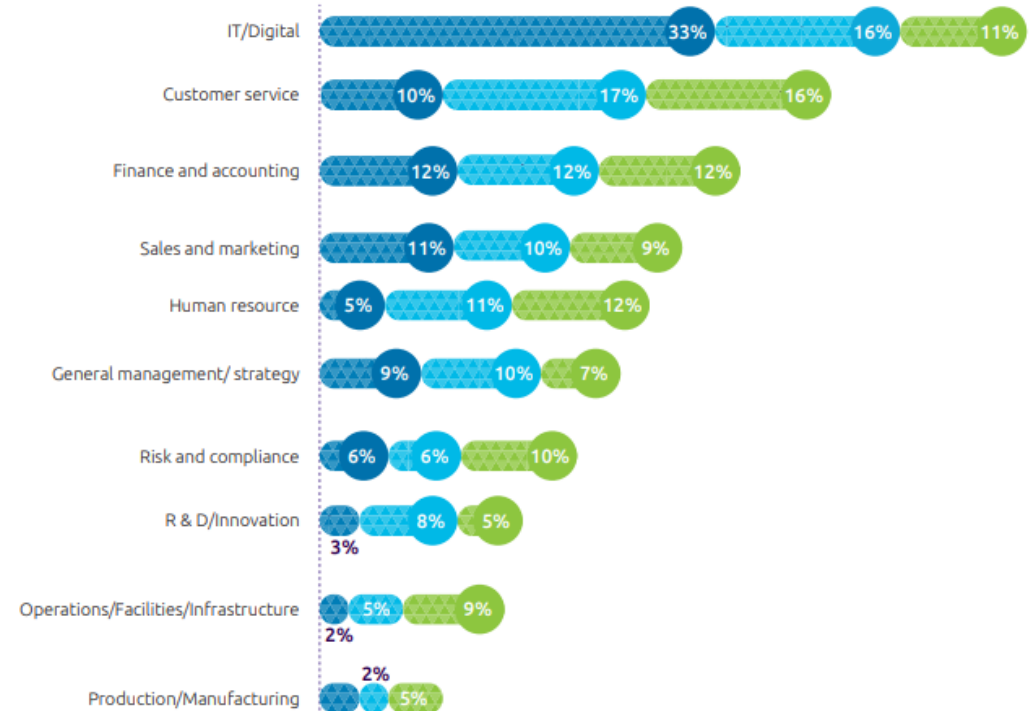
The Future of Work is Hybrid

Remote work is here to stay

Around three in ten organizations expect more than 70% of their employees working remotely in the next two to three years, up from just one in ten before COVID-19

Capgemini
RESEARCH INSTITUTE

The
Future
of work

From remote to hybrid

Organizations expect remote models to work well in functions such as IT, customer service, and finance and accounting

Executives view of functions most attuned to remote working
(% of organizations ranking a function among the top three)

Function			
IT/Digital	33%	16%	11%
Customer service	10%	17%	16%
Finance and accounting	12%	12%	12%
Sales and marketing	11%	10%	9%
Human resource	5%	11%	12%
General management/ strategy	9%	10%	7%
Risk and compliance	6%	6%	10%
R & D/Innovation	3%	8%	5%
Operations/Facilities/Infrastructure	2%	5%	9%
Production/Manufacturing		2%	5%

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 Future of Work is Learning

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.
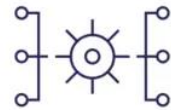
The Future of Work is Learning

COVID-19 is pushing companies

to scale remote work — 83%
to accelerate digitalization — 84%
to accelerate automation — 50%

Source: Future of Jobs Report 2020, World Economic Forum.

Reskilling needs

50% of all employees will need reskilling by 2025.

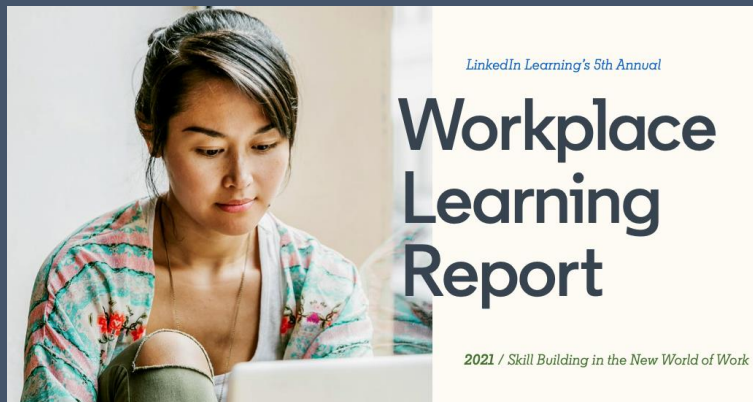Source: Future of Jobs Report 2020, World Economic Forum.

Reskilling needs

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

Source: Future of Jobs Report 2020, World Economic Forum.

The Future of Work is Learning

#5

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

15% increase since June 2020

59%

2. Leadership and management

53%

3. Virtual onboarding

33%

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

LinkedIn Learning's 5th Annual

Workplace Learning Report

2021 / Skill Building in the New World of Work

#7

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.

The Future of Work is Learning

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.

The Future of Work is Learning

How to think about asynchronous methods

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

- 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.

The Future of Work is Learning

- 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."

The Future of Work is Learning

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.