

# The Future of (Remote) Work

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# Introductions



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Gartner Consulting



Too many digital distractions

Virtual overload

Always On

# The Future of (Remote) Work



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The New Employment Deal



02

Redesigning Work for the Hybrid World



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Transitioning to a Hybrid Future  
Case Study: Bexar County



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Discussion



# The New Employment Deal

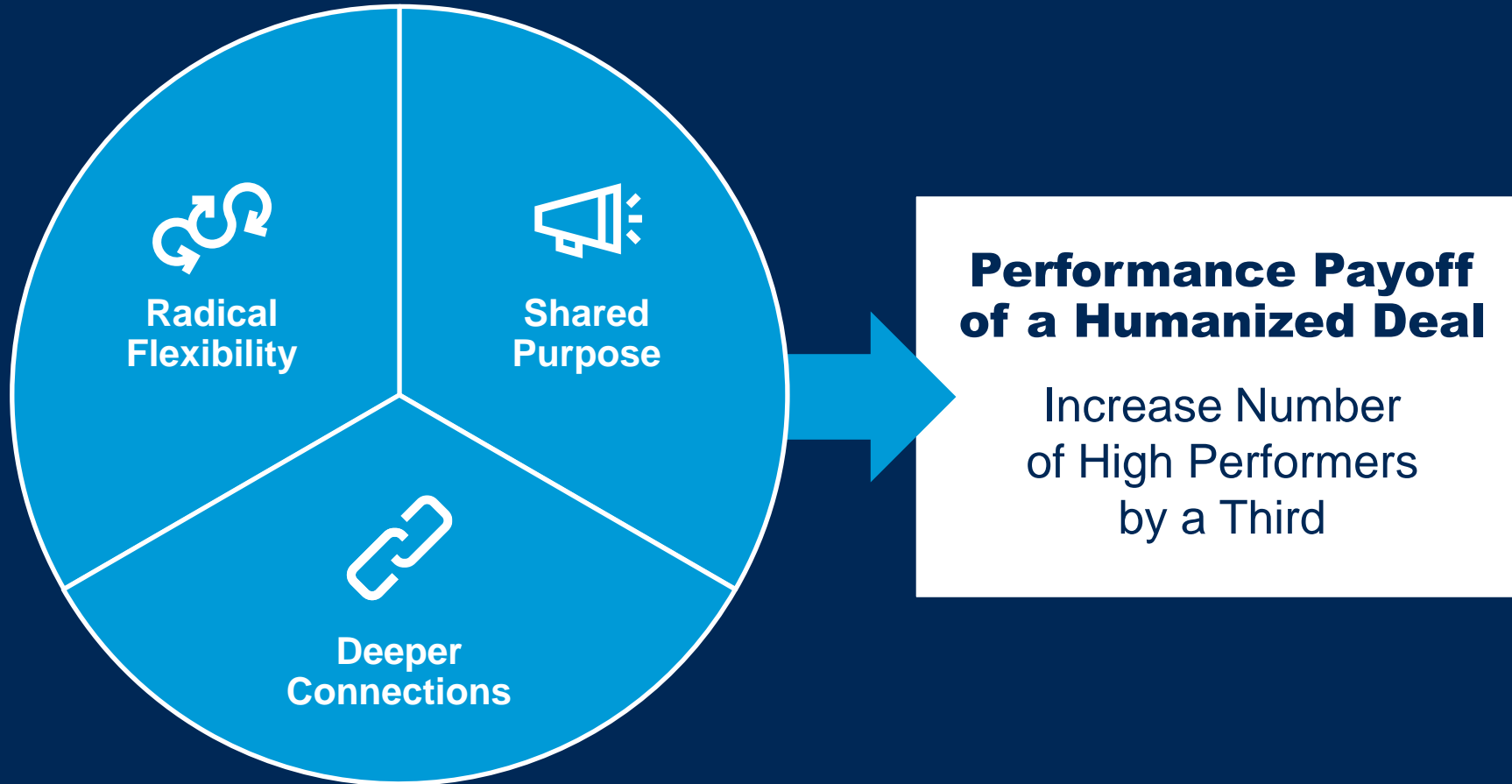




## **Employment Deal**

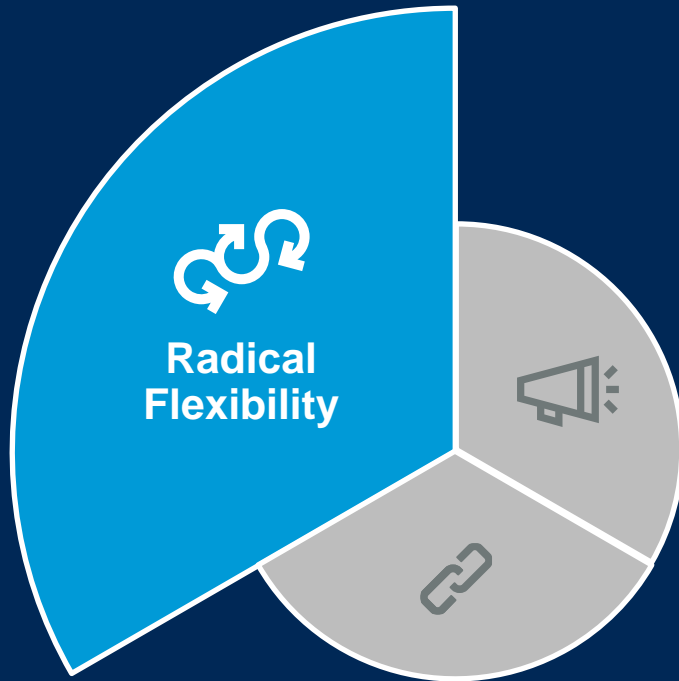
encompasses what you as an employer  
have **committed to providing** to employees  
and the **value they provide in return**.

# The New Employment Deal



Source: 2020 Gartner ReimagineHR Employee Surveys





## Radical Flexibility

is giving employees the autonomy to decide where, when and how much they work



### Where

Choose work location based on individual needs



### When

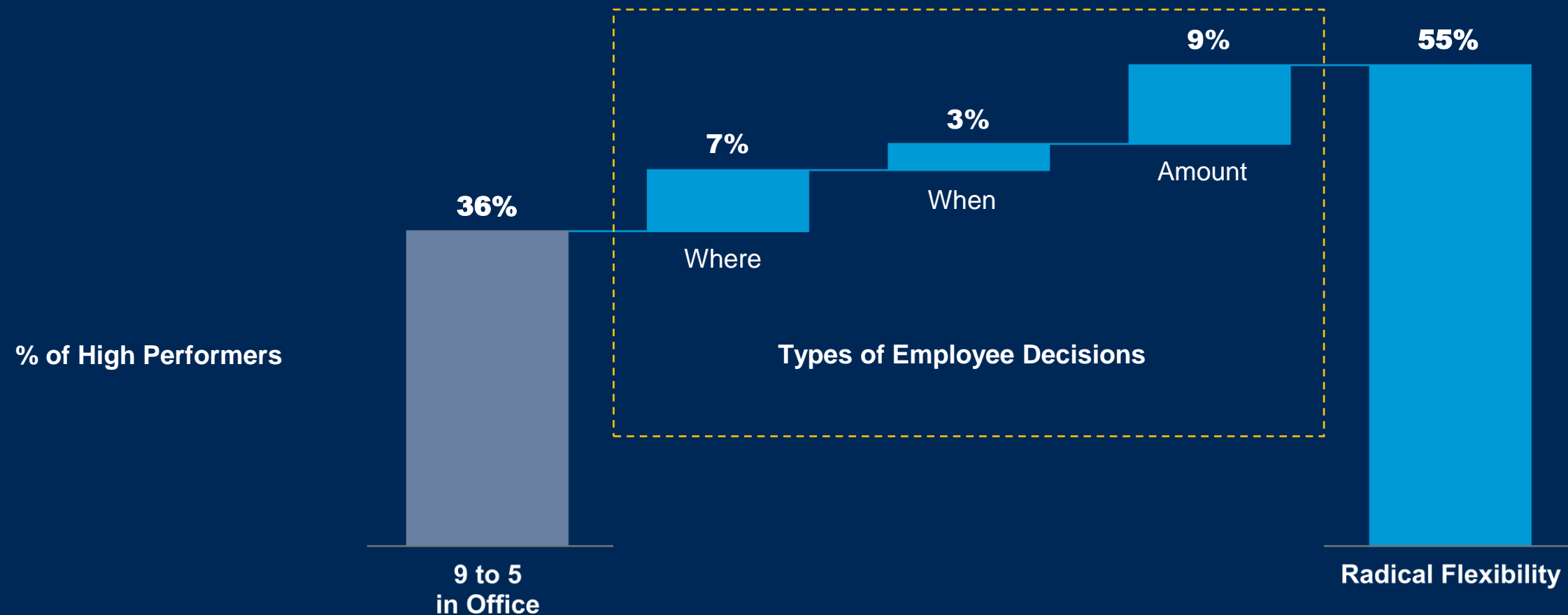
Determine schedule according to personal productivity



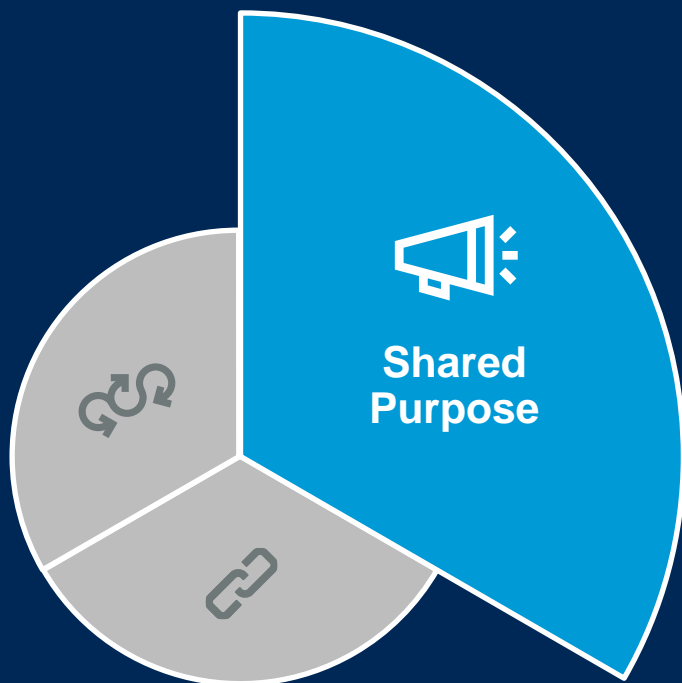
### Amount

Negotiate number of hours based on employee preferences

# Flexibility Fuels Performance



Source: 2020 Gartner ReimagineHR Employee Surveys



## Shared Purpose

is moving beyond messages to taking action on social issues



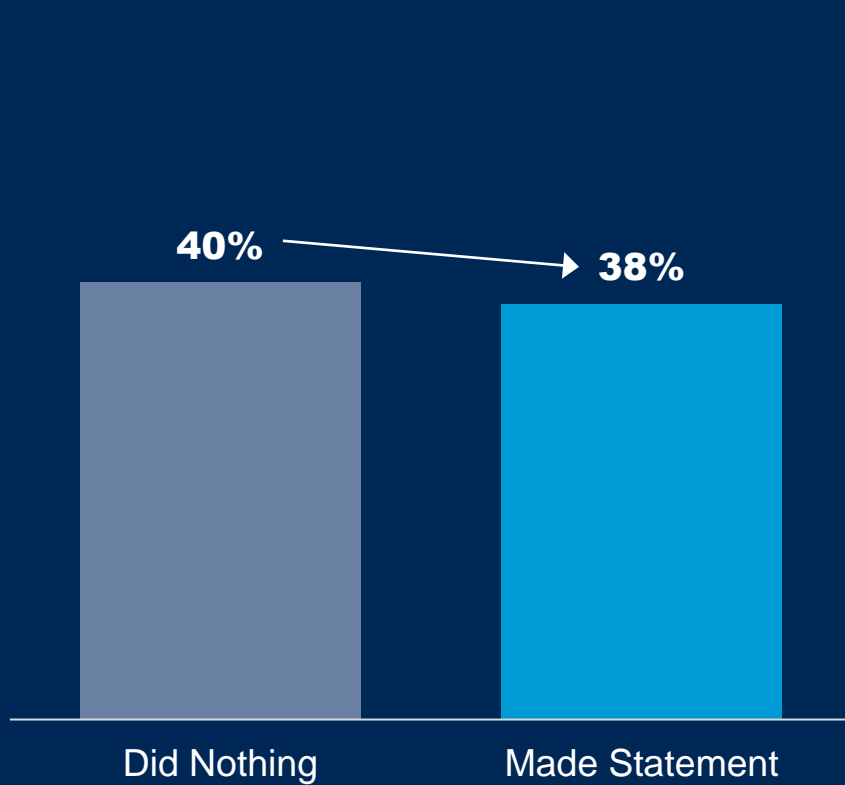
We should **say**  
**something.**



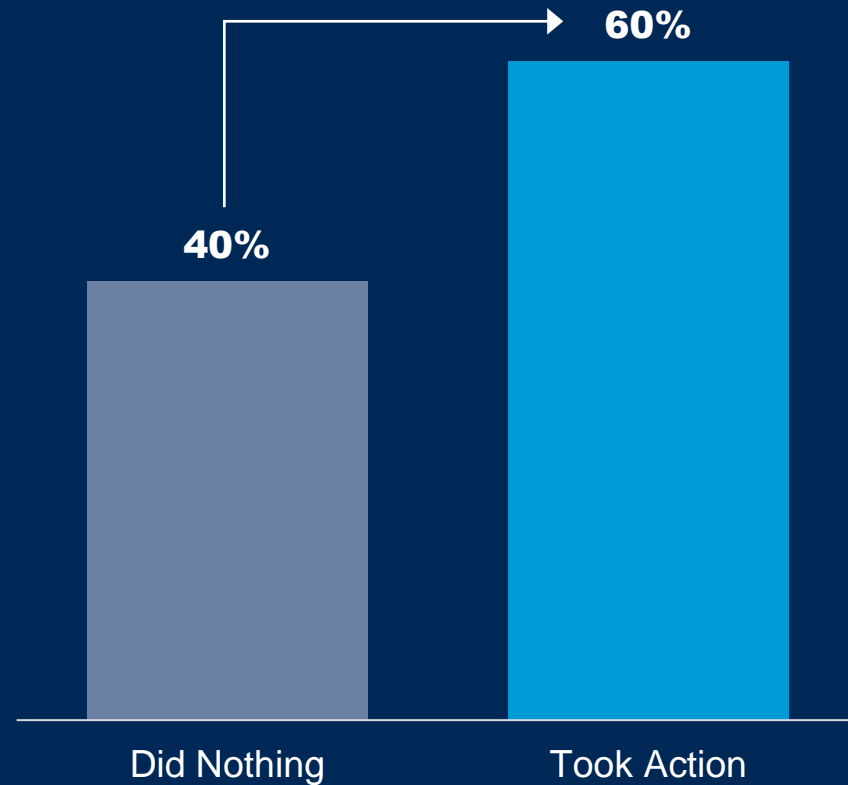
We must **do**  
**something.**

# Taking a Stand has Positive Business Benefits

Engagement declined by 2% when **only issuing a statement**, compared to doing nothing.



Engagement increased by 20% when **taking action** on a social issue, compared to doing nothing.



Source: June 2020 Gartner U.S. Election Employee Sentiment Survey



# Key Principles for Establishing Shared Purpose

**1**

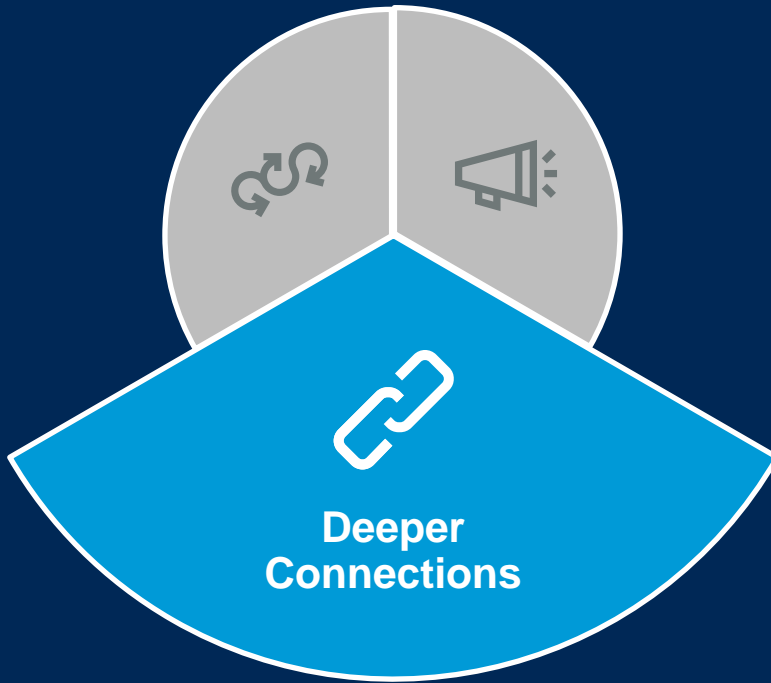
**Employee  
Co-Creation**

**2**

**Internal  
Transparency**

**3**

**Dynamic  
Planning**



## Deeper Connections

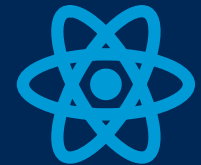
means actively reaching beyond the traditional boundaries between work and life to improve various aspects of employees' lives



Personal

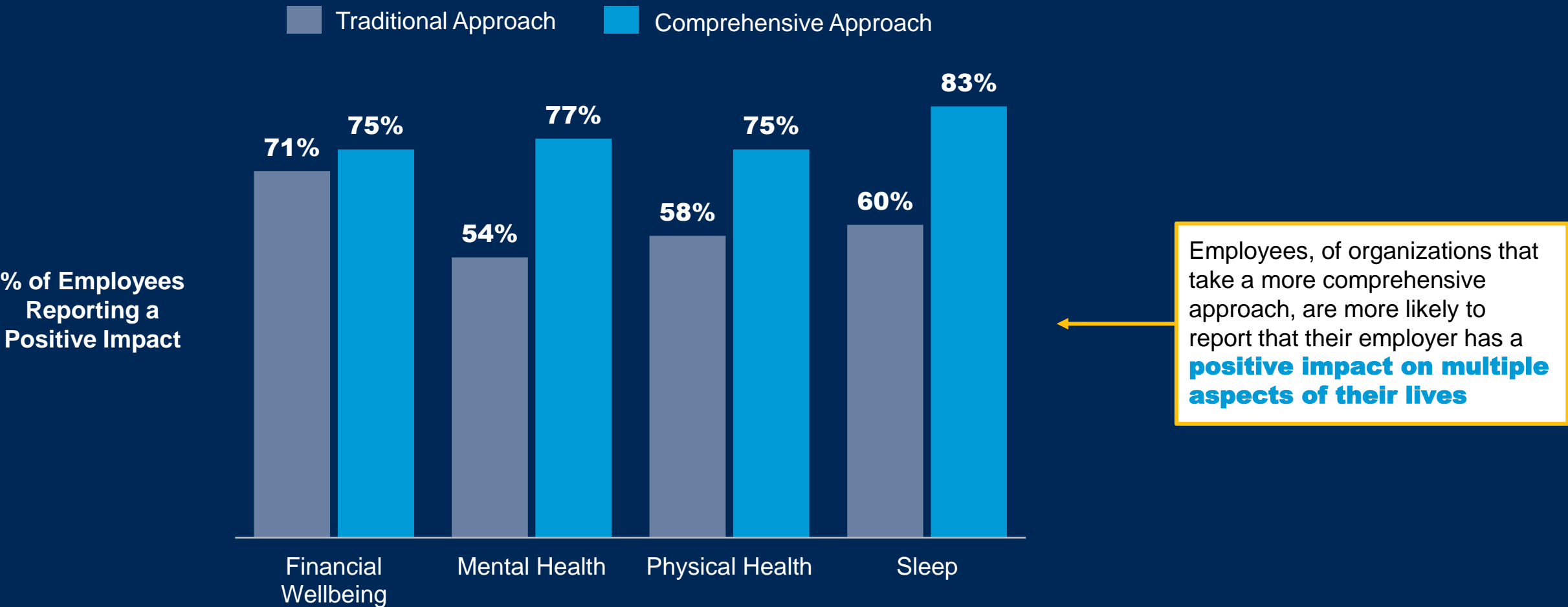


Family



Community

# Fostering Deeper Connections has Positive Employee Benefits

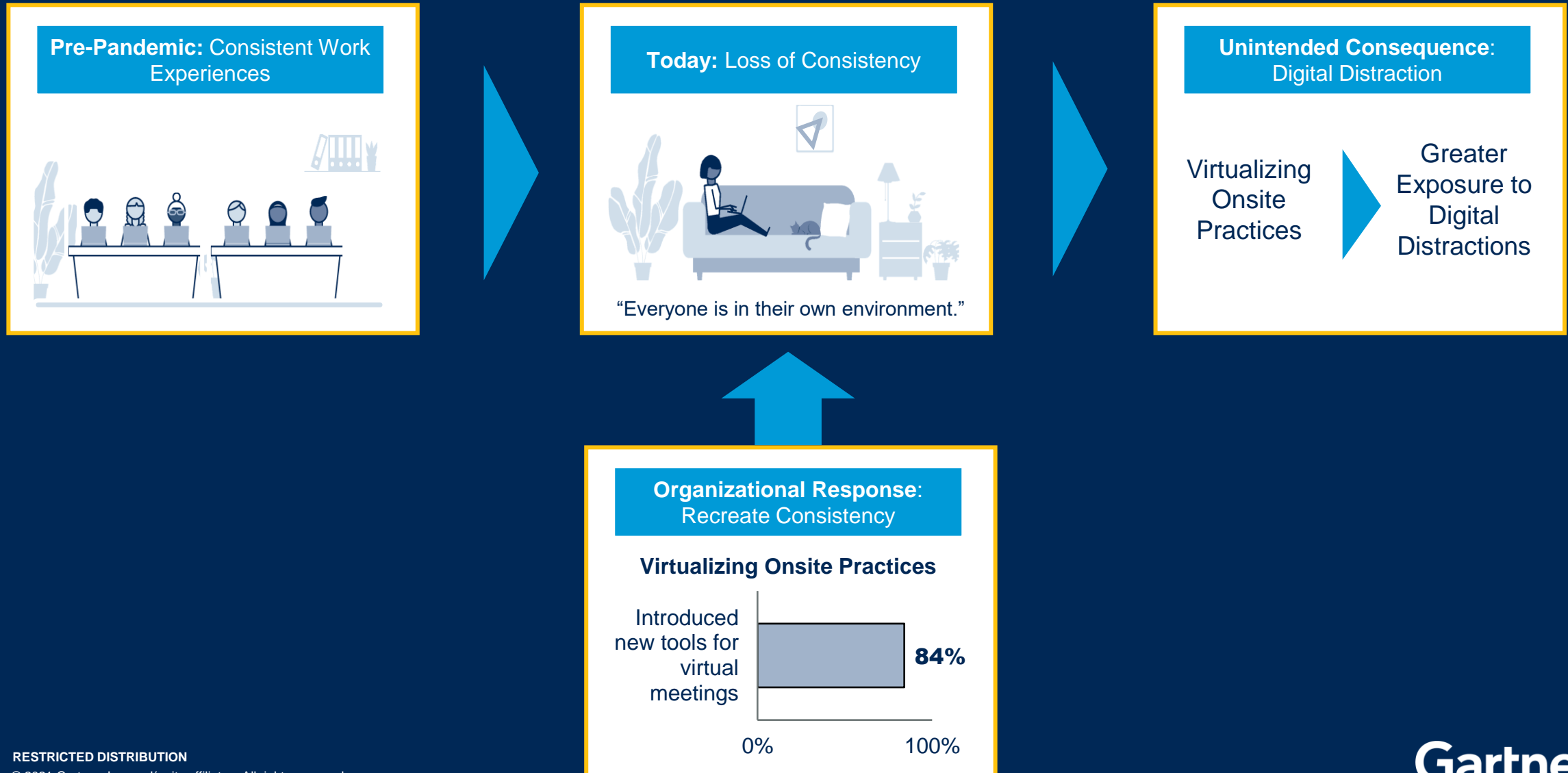


Source: 2020 Gartner ReimagineHR Employee Survey

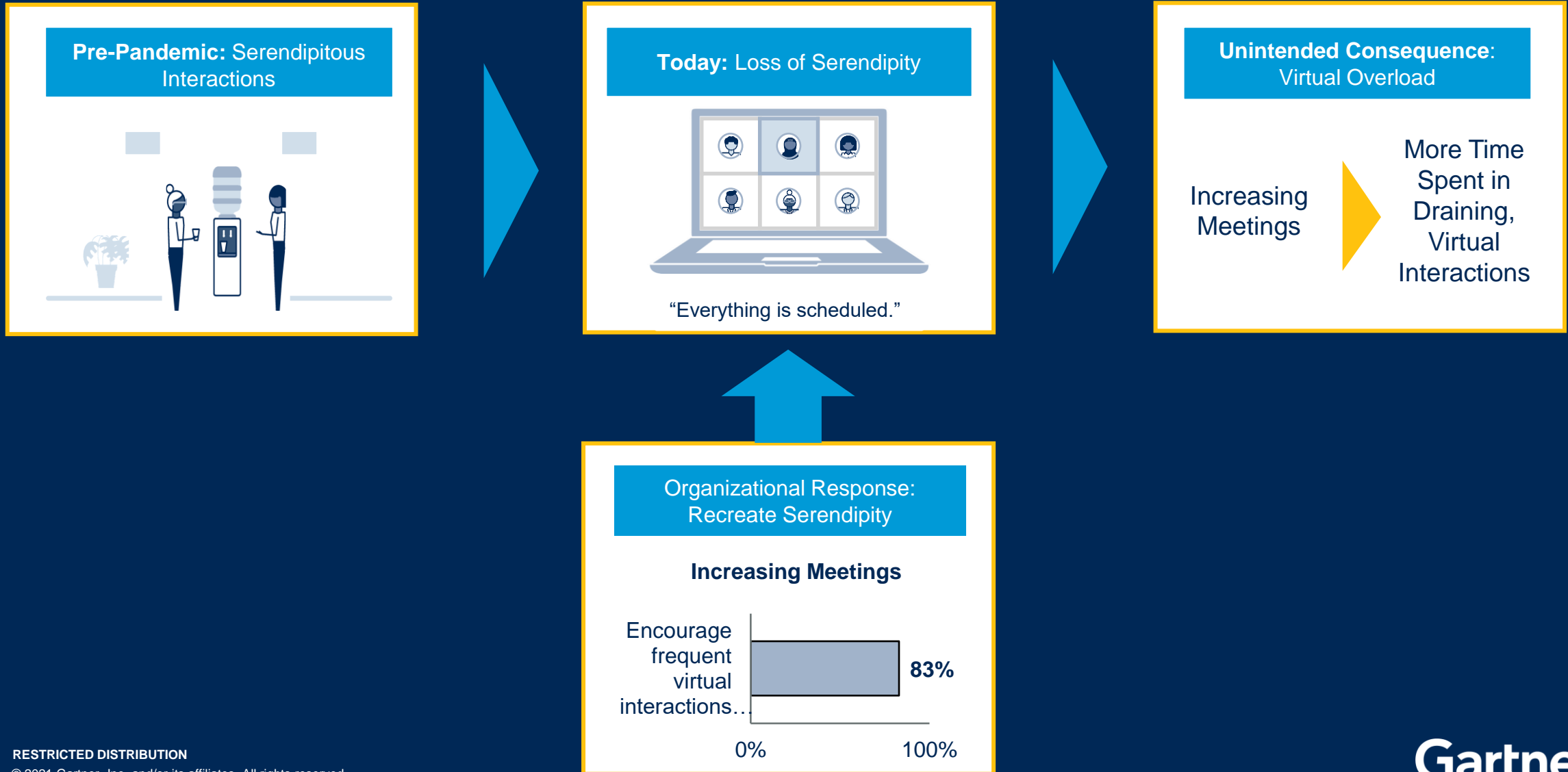
# **Redesigning Work for the Hybrid World**



# Responses to the pandemic may have had unintended consequences



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# Responses to the pandemic may have had unintended consequences

## Pre-Pandemic: Visible Work Patterns



## Today: Loss of Visibility

EST	Monday	Tuesday
8 a.m.	Blocked	Blocked
9 a.m.		Blocked
10 a.m.		
11 a.m.		

"Everyone's work patterns are obscured."

## Unintended Consequence: Always On

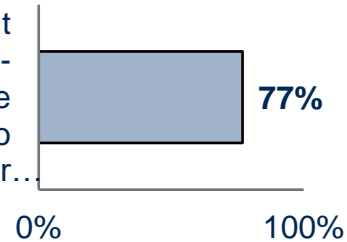
Adding  
Monitoring  
Systems

Incentivizing  
Employees to  
Stay On

## Organizational Response: Recreate Visibility

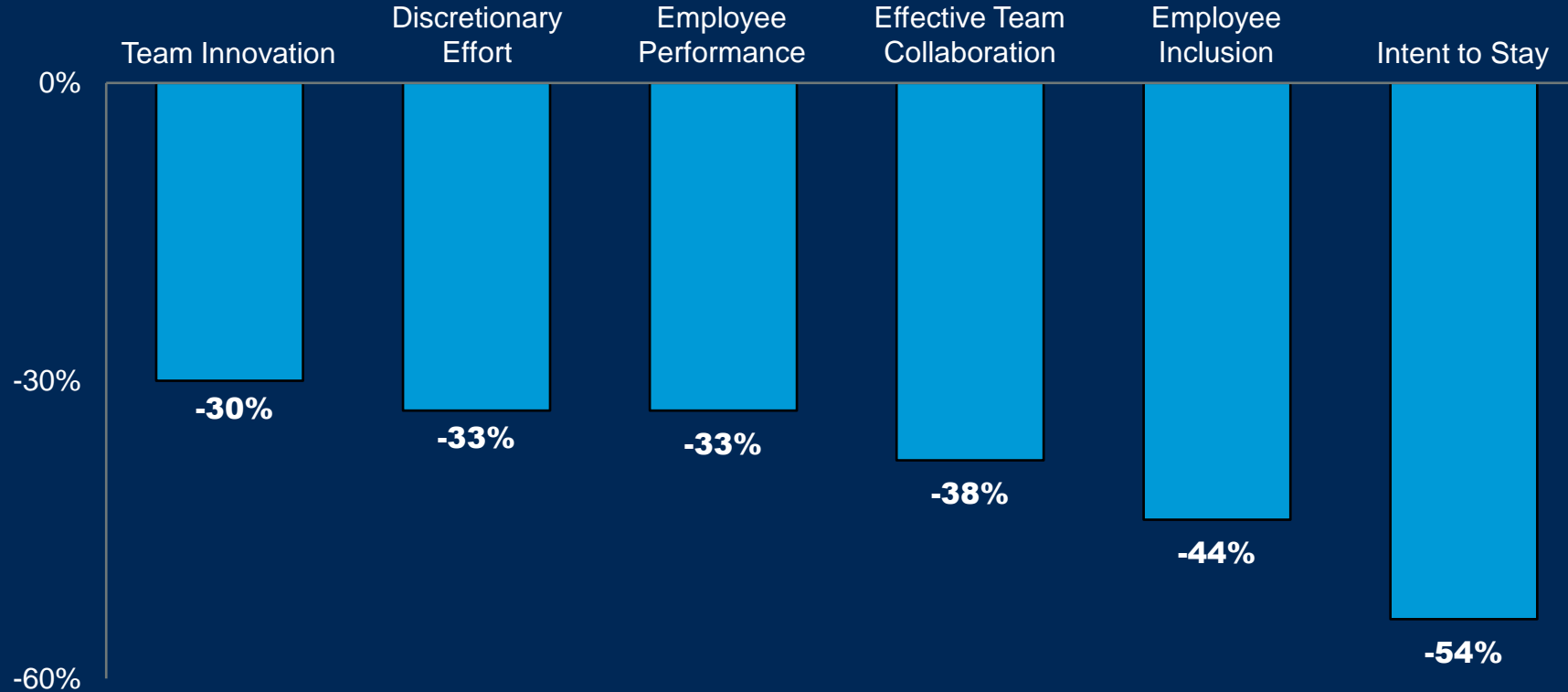
### Adding Monitoring Systems

Use frequent  
manager-  
employee  
check-ins to  
monitor...



# Why Is Employee Fatigue So Dangerous?

Organizational Outcomes at Risk Due to Employee Fatigue

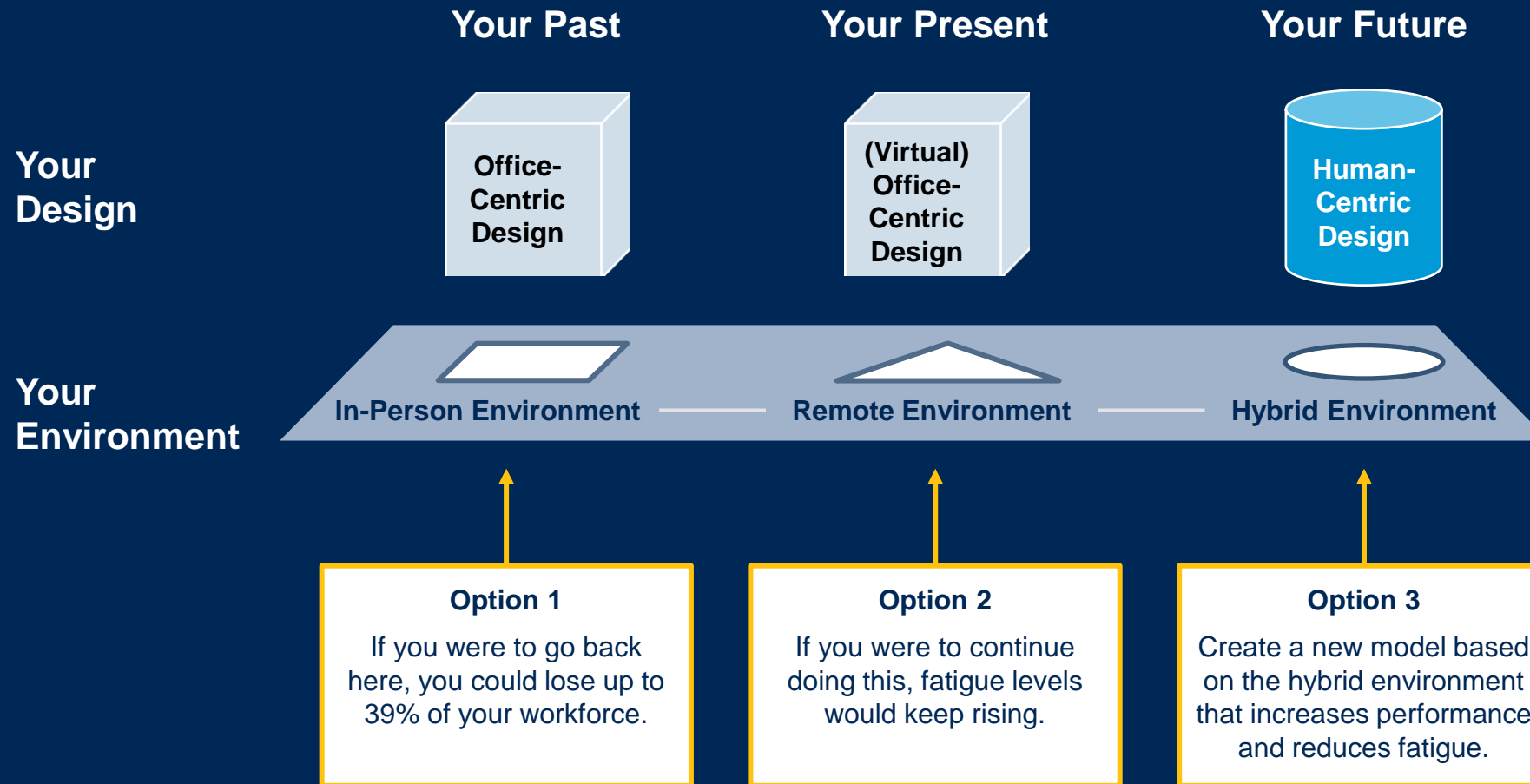


Source: 2021 Gartner Hybrid Work Employee Survey

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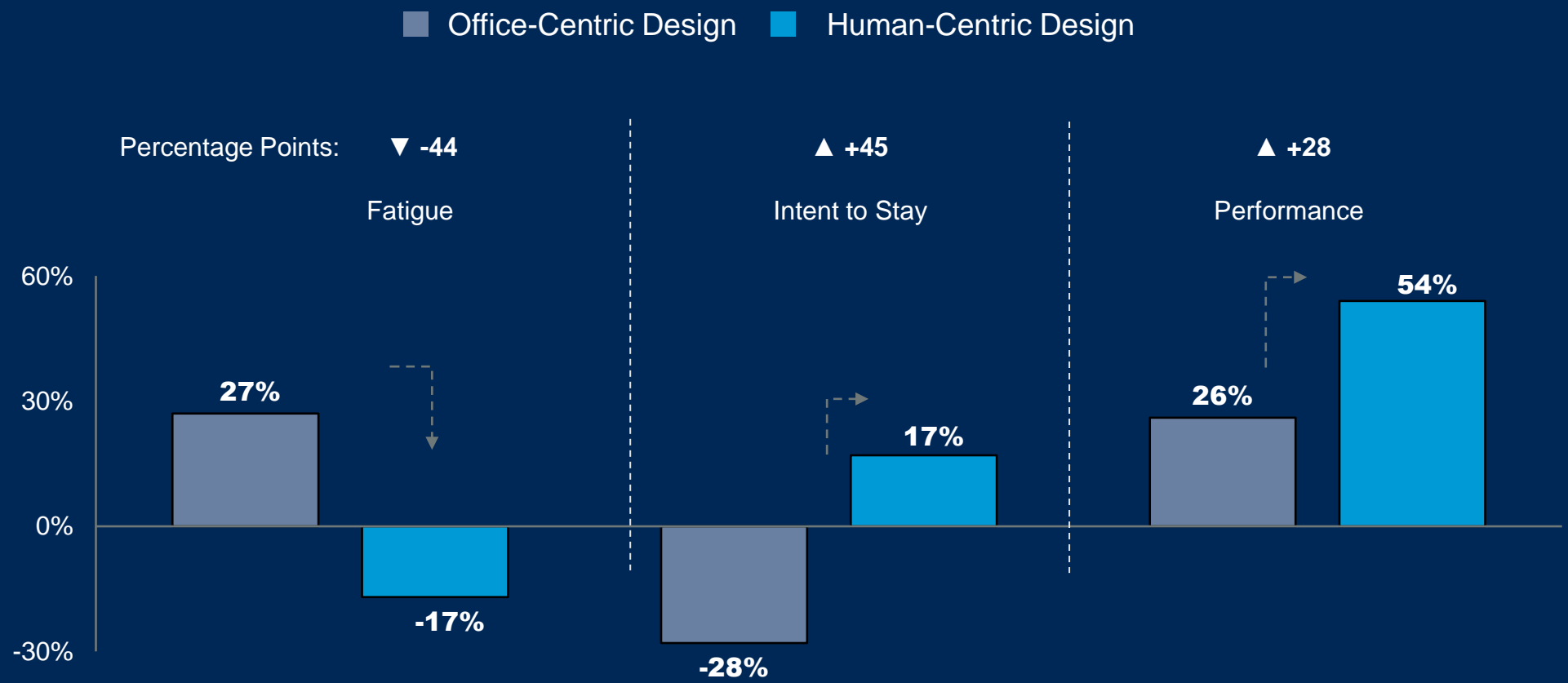


# Adopt a Human-Centric Design to Combat Employee Fatigue



Source: 2021 Gartner Hybrid Work HR Leader Survey; 2021 Gartner Hybrid Work Employee Survey

# Human-Centric Design Drives Outcomes



Source: 2021 Gartner Hybrid Work Employee Survey

# Redesign Work for a Human-Centric, Hybrid World

## Office-Centric Design

“Location is the stable pillar we design work around.”



**Provide Consistent Work Experiences**  
Work design principle: Equality of experiences

**Enable Serendipitous Collaboration**  
Work design principle: Innovation by chance

**Drive Visibility-Based Management**  
Work design principle: Performance by inputs

## Human-Centric Design

“The individual is the stable pillar we design work around.”



**Provide Flexible Work Experiences**  
Work design principle: Equality of opportunity

**Enable Intentional Collaboration**  
Work design principle: Innovation by design

**Drive Empathy-Based Management**  
Work design principle: Performance by outcome

# Embracing a Virtual First Mindset Enables Intentional Collaboration

## Office-Centric Habits

Co-Located

Synchronous

Set Hours (e.g., 9-5)

Measure “Busy-ness”

## Human-Centric Habits

Virtual First

Asynchronous

Non-Linear Schedule

Measure Impact

All employees have **equitable access** to a flexible work experience.

Meetings used for **decisions, debates and discussions**, rather than meeting reflexively.

Employees aim to balance time for **collaboration with need for focus**.

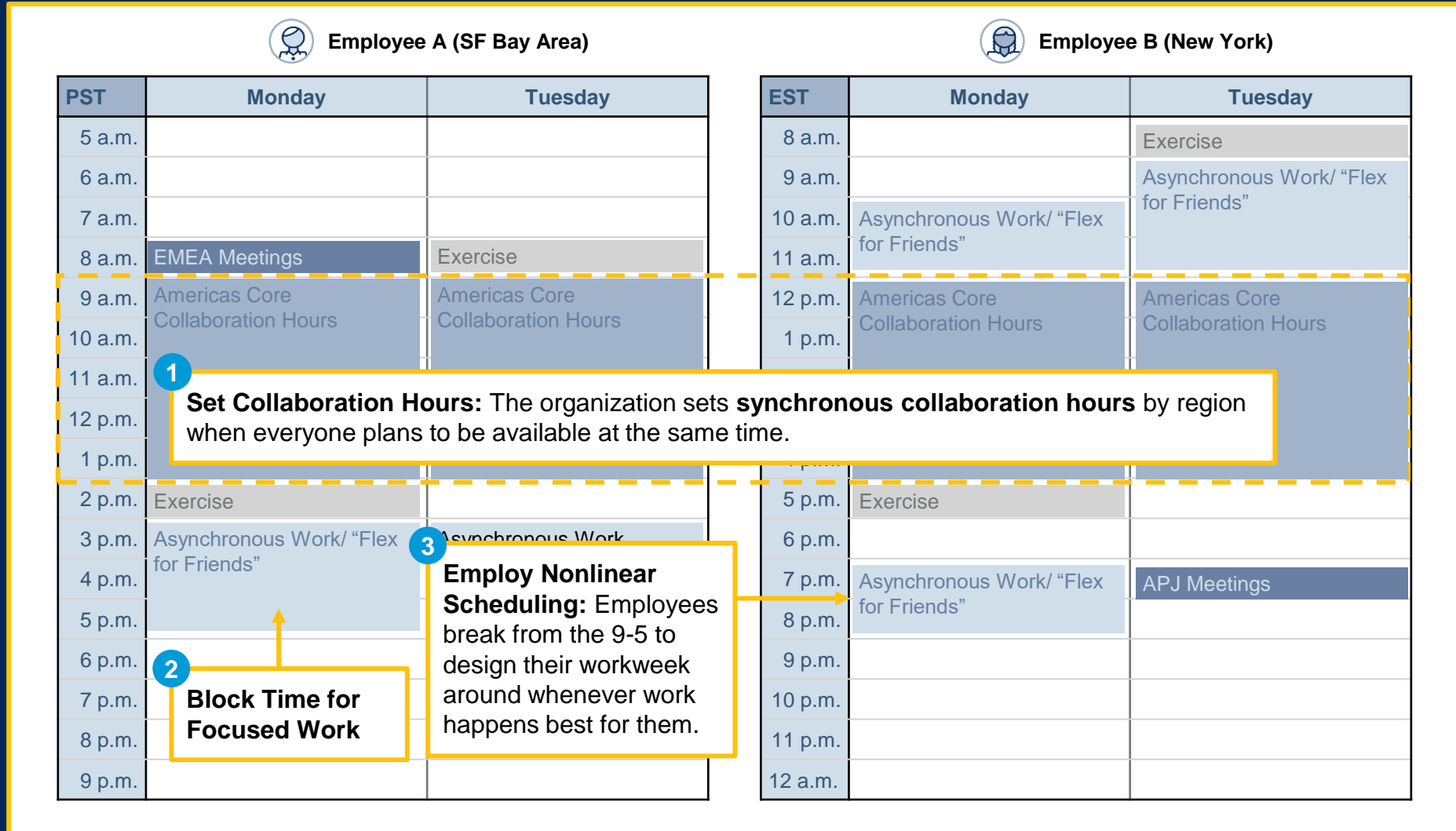
**Mutual trust and outcomes** are prioritized above attendance and activity.

Source: Adapted From Dropbox

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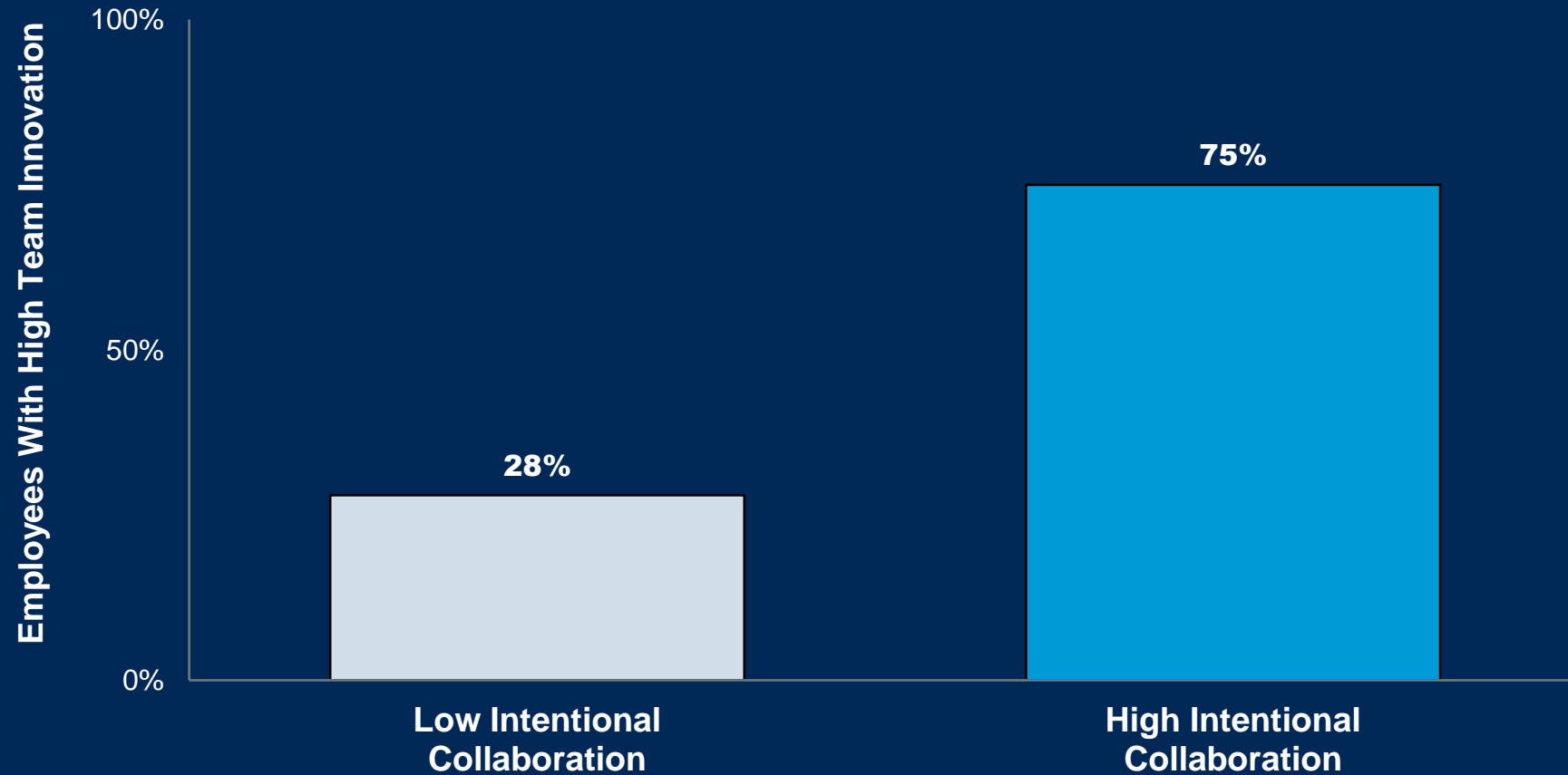
# Embracing a Virtual First Mindset Enables Intentional Collaboration



Source: Adapted From Dropbox

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# Intentional Collaboration Drives Team Innovation



Source: 2021 Gartner Hybrid Work Employee Survey

# What does Empathy-Based Management Look Like?

Prioritizes people over processes

Asks, doesn't tell

Embraces growth mindset

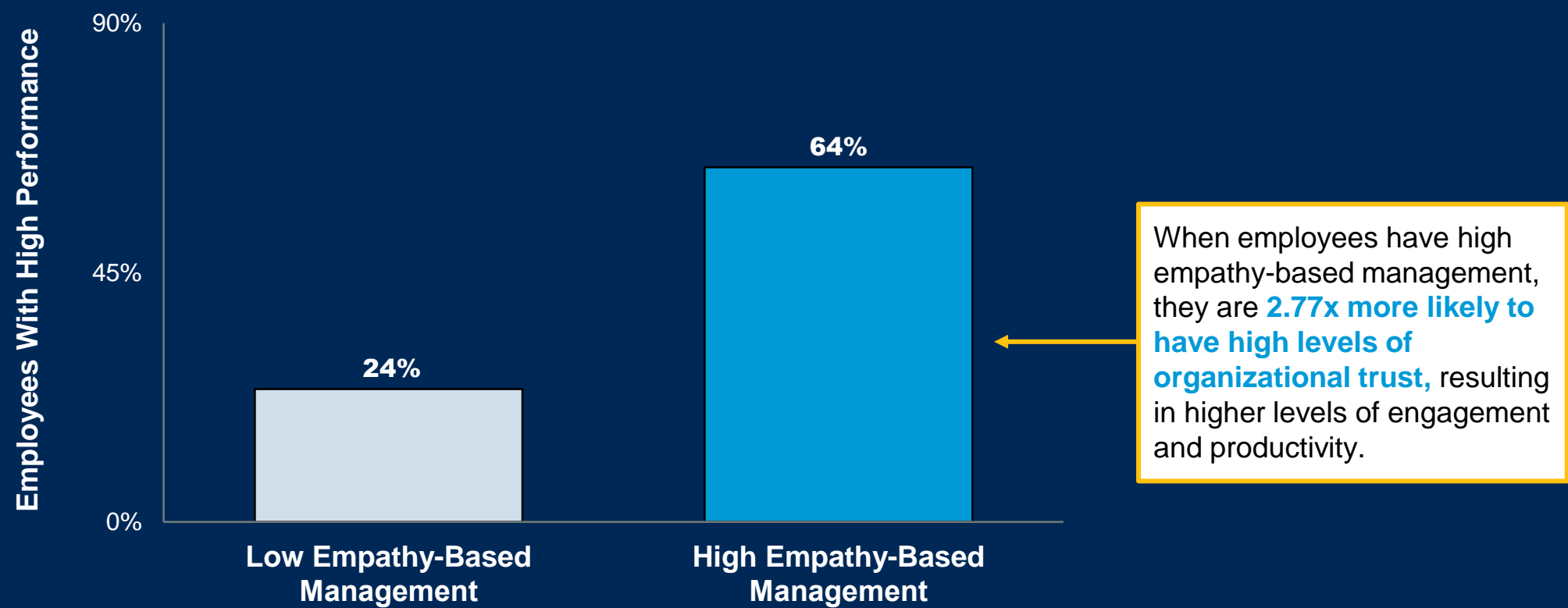
Safeguards confidentiality

Creates transparency

Contextualizes employee mindset



# Empathy-Based Managers Impact Performance



Source: 2021 Gartner Hybrid Work Employee Survey

# Transitioning to a Hybrid Future

# Case Study: Bexar County Flexible Work 2.0 Program



## Project Background

- A significant proportion of the County's workforce was asked to work remotely in accordance with the County's **March 2020 "stay home, stay safe directive."**
- During the transition, the primary focus was on providing employees with the necessary equipment to work remotely.
- Bexar County leadership appreciated that the transition was **not merely an IT initiative.**
- Focused attention was required to address the **people, process and technology-related barriers** to effective remote work and the changing employer/employee social contract.

# Case Study: Bexar County Flexible Work 2.0 Program

## Flexible Work 2.0 Program Design



**Flexible Work  
Policy**



**Flexible Work  
Enablement**



**Workflow  
Enablement**



**Org. Change  
Management**



**Employee  
Experience**

# Key Takeaways

1

## **New Employment Deal**

Radical Flexibility. Shared Purpose. Deeper Connections

2

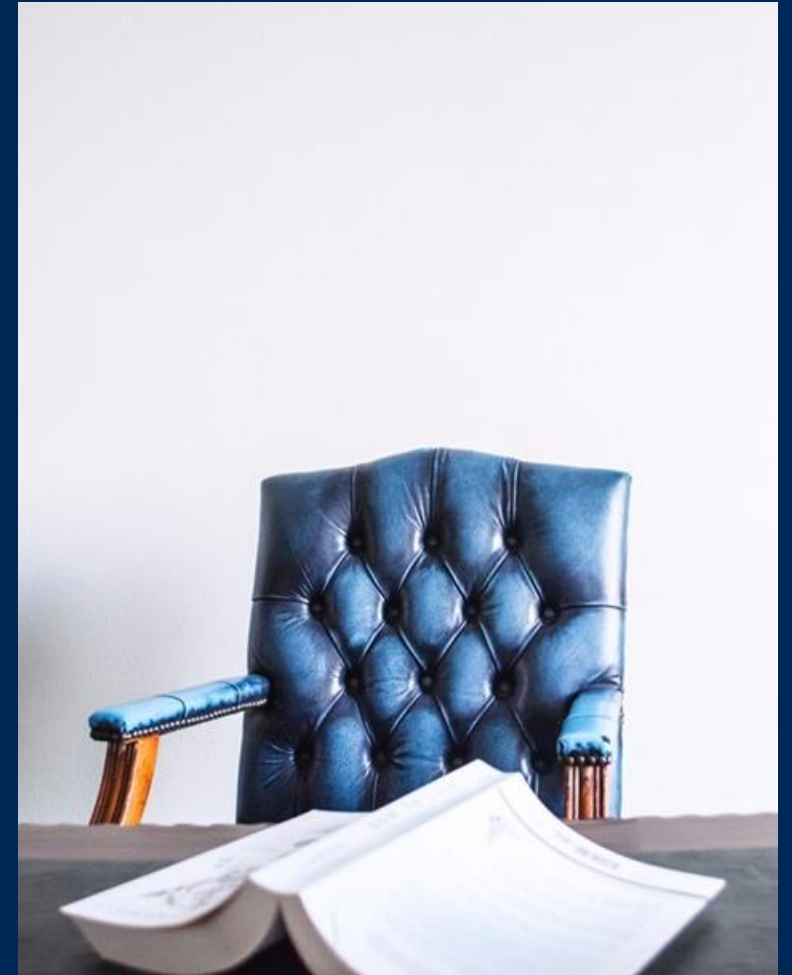
## **Redesigning Work for the Hybrid World**

Mitigate Employee Fatigue: Equitable/Flexible Work Experience, Intentional Collaboration and Manager-based Empathy

3

## **Transitioning to a Hybrid Future**

Appreciate the journey. Holistically address the people, policy, process and technology considerations.







# Q&A



# Contacts



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Continue to bolster your knowledge by accessing in-depth Gartner Research.

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What approach  
should we take  
and what are  
peers doing?

What should be  
part of our post  
COVID recovery  
strategy?

How can I  
position for  
future success  
and  
differentiation?



# Thank You

