



LIBRARY LINK

Hybrid Workplace



June 8, 2022

Issue 36

Library Link: Hybrid Workplace is a weekly compilation of news, advice and best practices for working in a hybrid environment. This week's articles focus around **Hybrid Challenges, Tips for Managers, Hybrid Models, and Health & Wellbeing**.

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Hybrid Challenges

[How Can You Build Visibility into a Hybrid Workplace?](#) (Harvard Business Review, June 6, 2022)

In this piece, the author uses two years of workforce activity data from more than 50,000 employees to explore how today's leaders can better understand these interconnected dynamics, and to identify and implement the forms of flexibility and visibility that will empower their teams and be most effective for their business.

[Remote and Hybrid Models Creating Schism with Options Unavailable to Many Workers](#) (The Globe and Mail via Factiva, June 6, 2022)

Remote work flourished during the pandemic as companies temporarily closed their offices, but it has created a schism among Canadian workers. While 40 per cent of work in Canada can be done remotely, experts say, that means 60 per cent of workers are unable to access this benefit because they are required to be on site. (Requires a Factiva login, [access instructions](#))

[In a Work-from-Anywhere World. How Remote Will Workers Go?](#) (HBS Working Knowledge, June 3, 2022)

Will professionals still choose cities if they have the option to work from the beach? Research by Prithwiraj Choudhury considers the radical ripple effects of remote work. Despite those frictions, the movement is gaining momentum. Choudhury outlined three ways governments and employers can support the shift to work-from-anywhere.

Tips for Managers

[How to Provide a Positive Employee Experience in a Hybrid World](#) (Financial Express Online via Factiva, June 6, 2022)

Since the outbreak of COVID-19, there has been a significant shift in how organisations engage with their workforce. (Requires a Factiva login, [access instructions](#))

[How to Be a Good Middle Manager](#) (Financial Times, June 5, 2022)

They are a vital bridge between a company's bosses and its staff — and the best ones are now needed more than ever. (Requires a FT login, [access instructions](#))

[What Leadership Development Should Look Like in the Hybrid Era](#) (Harvard Business Review, June 1, 2022)

Traditional leadership development tells us that 70% of learning happens through on-the-job experience, 20% through feedback, and 10% through formal training. Research conducted over the past three years points to an alternative — and, we believe, more effective — framework for the process that emphasizes three actions: sensemaking, or understanding how the business world and the organization works around you; experimenting, or testing ideas; and self-discovery, or figuring out your own identity in the workplace.

[Employers Need to Clearly Communicate Hybrid Work Expectations](#) (Business in Vancouver, May 18, 2022)

7 tips are provided so that workplaces can mindfully embrace hybrid working.

Hybrid Models

[In Britain, a New Test of an Old Dream: The 4-Day Workweek](#) (New York Times via Factiva, June 6, 2022)

A six-month program involving thousands of workers across 70 companies in Britain will be the latest effort to assess the effects of a shorter workweek. (Requires a Factiva login, [access instructions](#))

[Remote Work Takes Poaching to Another Level in Smaller US Cities](#) (Bloomberg.com via EBSCOhost, May 26, 2022)

The widespread adoption of remote work across the US has left local employers learning to compete with out-of-state companies offering big-city salaries.

Health & Wellbeing

[Brrr! Air-Conditioned Offices Give Chilly Reception to Returning Workers](#) (The Wall Street Journal, June 2, 2022)

Employers beware: People who once put up with thermostats set to deep freeze now want the kind of climate control they had working from home. (free link)

[Too Scared to Go Sick: Precarious Academic Work and 'Presenteeism Culture' in the UK Higher Education Sector During the Covid-19 Pandemic](#) (Work, Employment and Society 36 (3): 569–579, June 2022)

This article discusses the story of Steven, a precarious academic worker, and his decision to work from home while being infected with Covid-19; a phenomenon called virtual presenteeism.

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