



LIBRARY LINK

Hybrid Workplace



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Issue 16

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 **Advice for Managers, Employee Engagement, and Culture Change.**

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Advice for Managers

[Want Hybrid Work to Succeed? Trust, Don't Track, Employees](#) (Harvard Business School, Jan 14, 2022)

With return-to-work policies in flux, this is "a fragile period" in which business leaders may feel tempted to revert back to the old status quo of office life, but it could be a mistake to impose a pre-pandemic mentality on a post-pandemic reality, says Harvard Business School Professor Tsedal Neeley.

[Hybrid Hiccups: Moving to Distributed Work in the Public Sector](#) (Deloitte, Jan 14, 2022)

Overcoming hybrid work environment challenges. With the pandemic setting the stage for universal adoption of hybrid work models, public sector agencies have the opportunity to redesign their work systems to make their return-to-work strategy truly work.

[The Trials of Managing People in a Pandemic](#) (Financial Times, Jan 13, 2022)

From vaccination policy to hybrid work, pressure at the top is only increasing. (Requires a FT login, [access instructions](#))

Employee Engagement

[Fostering Community, Safety in Remote Work Can Be Tricky](#) (The Washington Post via Factiva, Jan 12, 2022)

How can workers get to know each other and create a sense of community in a remote or hybrid work environment? (Requires a Factiva login, [access instructions](#))

[The New Rules of Employee Engagement in Hybrid Working Environments](#) (Mint, Jan 12, 2022)

(Video) In this virtual discussion with industry leaders, we delve into the new rules of employee engagement and how innovative virtual work platforms can help solve some of these challenges.

[Feeling Seen: What to Say When Your Employees Are Not OK](#) (HBS Working Knowledge, Jan 11, 2022)

Pandemic life continues to take its toll. Managers who let down their guard and acknowledge their employees' emotions can ease distress and build trust, says research by Julian Zlatev and colleagues.

[How to Motivate a Hybrid Agency Workforce in 2022](#) (Forbes, Jan 11, 2022)

The pandemic brought lasting changes to the workforce, including the prevalence and permanence of remote work. Many companies are moving toward a hybrid workforce, capitalizing on both the collaborative nature of in-person work and the flexibility of telecommuting.

Culture Change

[How a Japanese Drinks Group is Navigating Hybrid Work](#) (Financial Times, Jan 16, 2022)

The traditional concept of 'gemba' was central to Suntory's culture before Covid. Now, it is helping shape new practices. (Requires a FT login, [access instructions](#))

[Corporate America is Coming Around to Remote Work. But More Big Changes Lie Ahead.](#) (The Washington Post via Factiva, Jan 16, 2022)

Nearly two years after millions of Americans became abruptly acquainted with Zoom, questions about what the post-pandemic office will look like can be answered with a quick look around: It's already here.

[Shaping the Future of Hybrid Work](#) (MIT Technology Review, Jan 13, 2022)

The 2020 coronavirus pandemic had a transformative effect on where—and how—we worked. Nearly two years in, technological and cultural changes are cultivating a fairer, kinder normal.

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