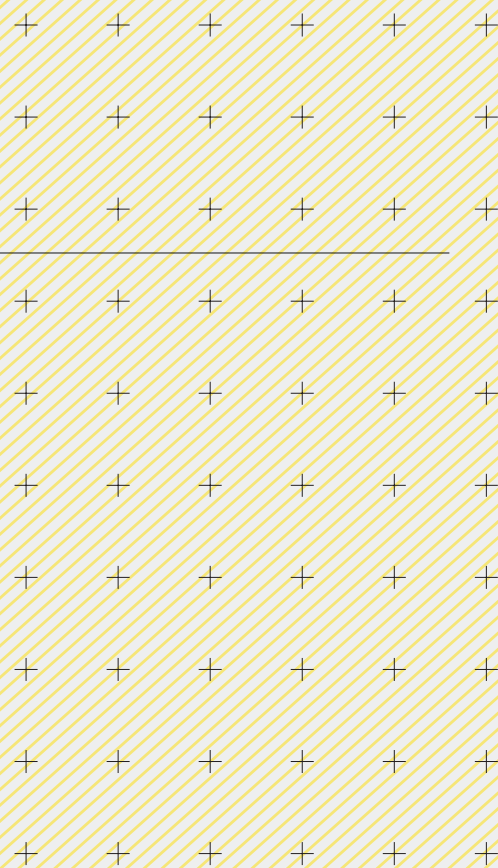


# Jabra Hybrid Ways of Working: 2021 Global Report

Preparing for the future of hybrid working  
– the critical next steps




New research by Jabra uncovers key workforce  
trends in the shift to hybrid as we navigate these  
new ways of working.





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# Leading the hybrid wave

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We're at a pivotal moment in which the world of work is going through a marked change. Though more gradual and planned, the shift to hybrid work – in which we work between multiple locations – will have a greater and more permanent workforce impact than the pandemic-induced shift to remote work in 2020. At Jabra, we're going through these changes across our global workforce, and like many companies, evolving our hybrid working strategy as we learn.

Though we faced major disruption in the shift to remote work, we learned that it was not only possible, but beneficial to work flexibly. But there were also challenges; motivation and a sense of connectivity – fundamentals of office work – are the two biggest issues we faced with remote work. Moving forward, we need to leverage the opportunities of hybrid to implement a model that takes advantage of remote working benefits like flexibility, while giving people office spaces in which they can come together for meaningful collaboration, building trust, culture, and purpose.

To help organizations navigate the transition, the Jabra Hybrid Ways of Working 2021 Global Report unpacks the findings from a study of more than 5000 knowledge workers in five key countries around the world. And because employees are those most impacted by the transition to hybrid ways of working, we've highlighted some of their most illuminating perspectives on topics covering the future of the office, inclusion, and equity in hybrid models, as well as how employees view trust, culture, and teamwork in a work from anywhere future.

Explore these insights and expert perspectives to understand the valuable signals that require consideration as we map out our hybrid working future.



# Location

While 2020 taught us many lessons, the biggest shift to our working lives was location-based. We shifted our primary work location from the office to home, and realized that with the right tools, we could be productive and maintain business continuity throughout remote working.

So much so, that most employees now consider the majority of their tasks as possible from home. Our research showed that knowledge workers feel most tasks can be better accomplished from home, with the exception of collaborative work, where engagement, socializing, meetings, and onboarding new employees are considered far more effective in person.

Here are the key location-based trends impacting the future of the office and where employees get their best work done.

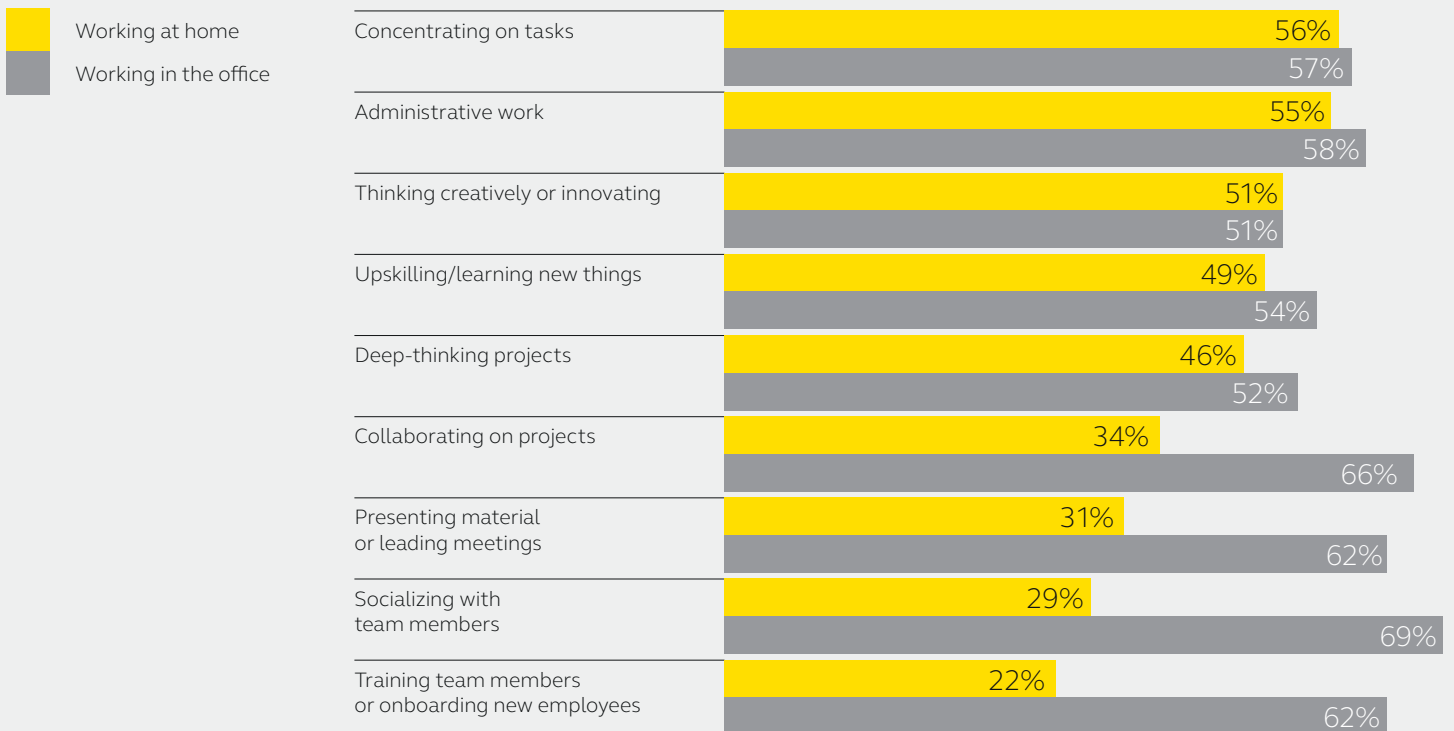


01

# Offices spaces will be seen as an added resource for social and collaborative tasks

Knowledge workers primarily want to use offices for collaborating in meetings, socializing and training team members, or onboarding new employees. For many though, the office will center around informal collaboration opportunities, with 71% of the global workforce seeing the office as a social amenity, while independent work will happen off-site.

## Office spaces are a clear preference for social and collaborative tasks



*In order to maximize the resource of an office, employees should experience something special that you couldn't accomplish at home. First and foremost, the office is not the primary place to work. That's a very important message companies should provide to employees. There are other more important reasons we want people to come back to the office. It's a place where you act as a team and where you come together with your coworkers. It's about coming together and getting "we" work done together, not "me" work. It's about building culture and camaraderie.*

Holger Reisinger, SVP, Jabra



## Next Steps

Organizations should consider the value of unstructured interactions and informal collaboration in the office and how much their teams will benefit from information exchange or networking. This requires rethinking how offices are designed and how to guide employees on their use.

In their real-estate and facilities strategies, leadership should consider what types of tasks and reasons they want employees in the office for, creating spaces that suit those needs and then communicating guidelines that help employees use office spaces effectively.

Flexible hot-desking arrangements, dedicated collaboration spaces with whiteboards, and library-like zones, are all examples of different zones you should look at creating in your new office layout. By creating this campus feel, you can facilitate the type of hybrid environment that brings employees together in offices again for the right type of face-to-face interaction.

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# 73%

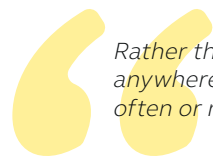
agree that 'in the future, having office space will be considered an employee benefit rather than a mandatory way of working'



02

## First impressions count – reasons for return could potentially be misread

For many people, a desire to return to work might not be because of the reasons managers think. The dominant pain points for remote workers are reduced team connectivity and motivation, as well as equipment challenges, but this may be because of poor organizational support helping employees adapt with the remote working transition.



*Rather than mandating a return to the office, we need to enable people to work from anywhere, and then positively say that it's okay to come into an office space however often or not they want to.*

Holger Reisinger,  
SVP, Jabra

Employees are more likely to request more days working in office – 3 days or more a week – if their company did not do a good job transitioning to remote work during the pandemic, with 17% wanting to be in the office full time, compared to 14% for those who had a good experience with the remote work transition.

Because of this, organizations should not jump to the conclusion that employees want to come back to the office because leadership has created an accommodating space for work and culture; it could just as likely mean that lacking trust and support for flexible remote work created greater challenges.



## Work from home challenges differ around the world

# 52%

agree that 'I would prefer to work from home, but I'm concerned my career would suffer long-term'

France & Japan

Lack of work and home boundaries

USA, UK & Germany

Lack of connection with my team and feeling isolated

## Next Steps

In formalizing hybrid-work strategies and agreements, make sure to understand the driving factors and uses for which employees want to return to the office. Our research confirms the findings of many other studies that show that those in senior leadership positions usually display higher confidence levels in returning to the office than employees. In this light, it is key to understand that home working challenges do not directly correspond to return-to-office drivers.





03

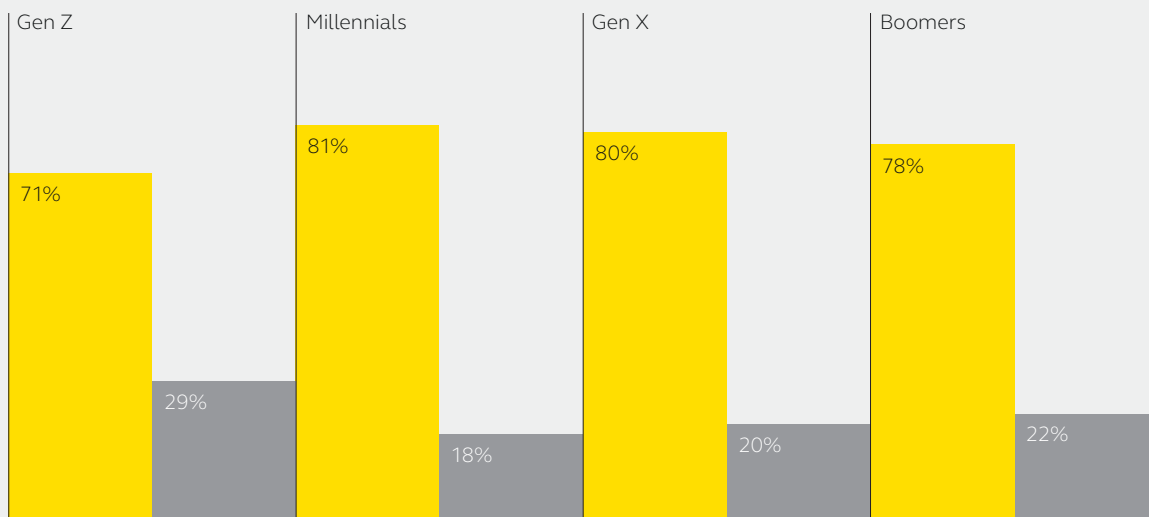
# Technology will become more central than physical spaces in the war on talent

With the shift to remote working, digital transformation accelerated and the only way to create a centralized hub for meetings and information sharing was virtually. This inversion from physical to virtual hubs will have long lasting outcomes, but it has seen a noticeable and immediate shift as nearly 8 in 10 knowledge workers would rather work for companies with flexibility than a fancy physical headquarters. Furthermore, 75% want to be able to work from anywhere in the future.

Technology is now the enabler of workspaces, as employees seek personal technology that allows them to convert any space into an office. In our research, 85% of respondents said that technology is critical to a work from anywhere future. Interestingly, this desire does not have any major variance across age groups.

## Collaboration technology in hybrid work

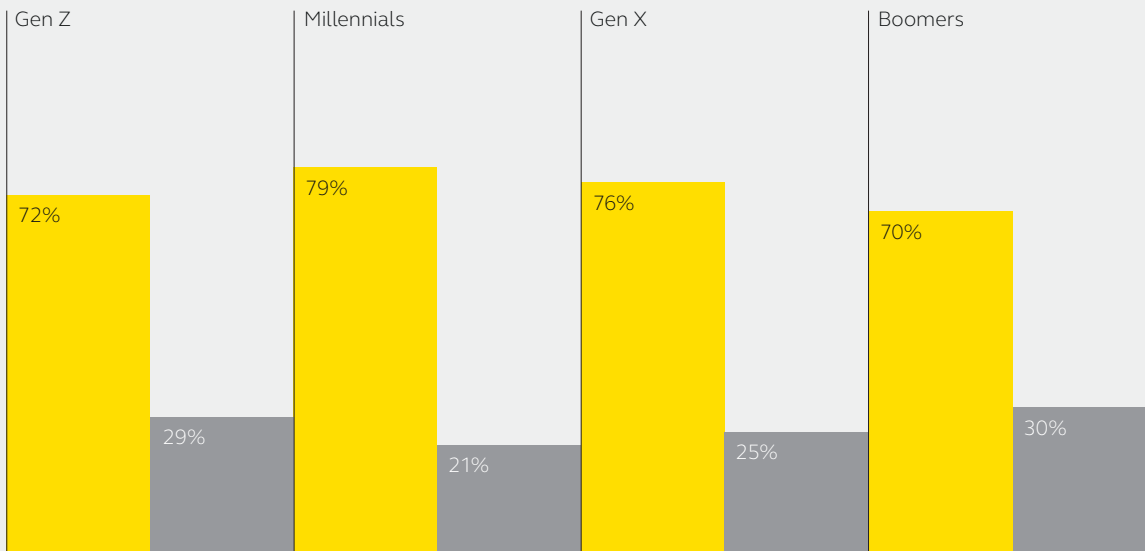
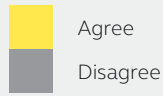
*'I would rather work for a company that invests in technology to better connect the workplace in a hybrid working future.'*





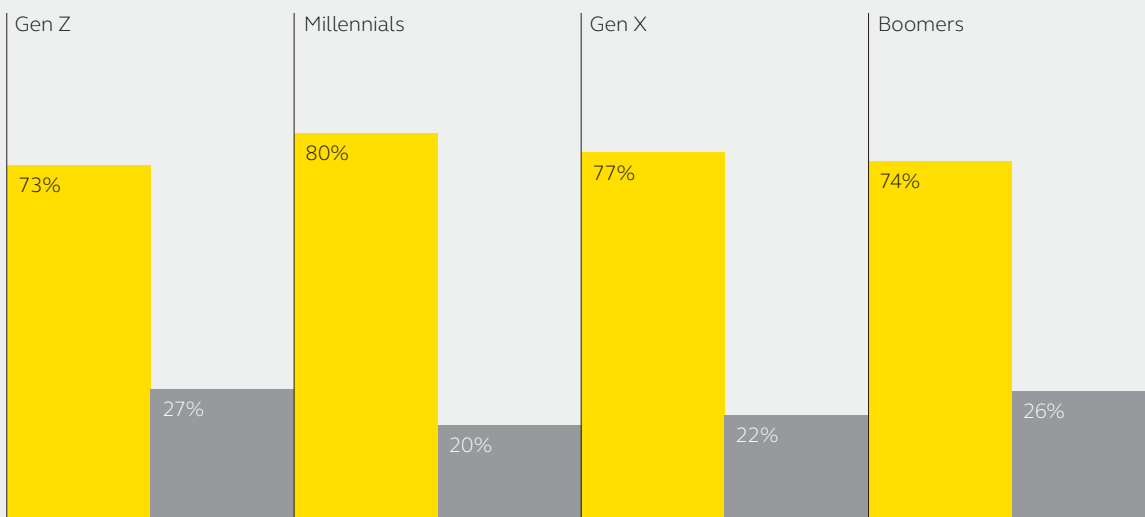
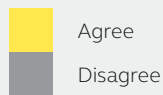
## Work from anywhere

*'In the future, I want to be able to work from wherever I am (not just a home office or traditional office environment).'*



## Working flexibly

*'I would rather work for a company that gives me flexibility to work from anywhere rather than a fancy corporate headquarters.'*





Companies that invest in the right formats for bringing people together, and technology to keep them connected from wherever, will benefit more than those who invest primarily in traditional physical resources.

*Because the transition to hybrid is organizational change at a mass scale, we need to make it comfortable for people to join the conversation at their own pace. As of now, when many people think about hybrid, it isn't just standard knowledge that they can work from anywhere and that they'll need a new set of tools. We need to combine inclusive communication and innovative technology to thrive in a hybrid future.*

As we move forward, three in four people would prefer to work for a company with hybrid working options. This will require technology to enable everyone to turn any space into a workplace. More than half (55%) of employees want personal technology to take with them wherever they wish to work and almost three in four (68%) would prefer companies to select and provide that technology to make the hybrid experience equal. With the change in location for where we work, organizations should reconsider the tools needed for a distributed workforce.

Aurangzeb Khan,  
SVP, Jabra

*Hybrid work has made us reconsider the uses for our products, because our personal and professional lives have become far more integrated. This broad context of uses means we need better tools than we had purely for remote work, so that they can optimize our workspaces, no matter what we're doing or where we're having to work. We're designing a new generation of collaboration technology that is location agnostic, allowing us to accomplish our goals – whatever they are – in this new hybrid lifestyle.*

Iain Pottie,  
Head of Design,  
Jabra

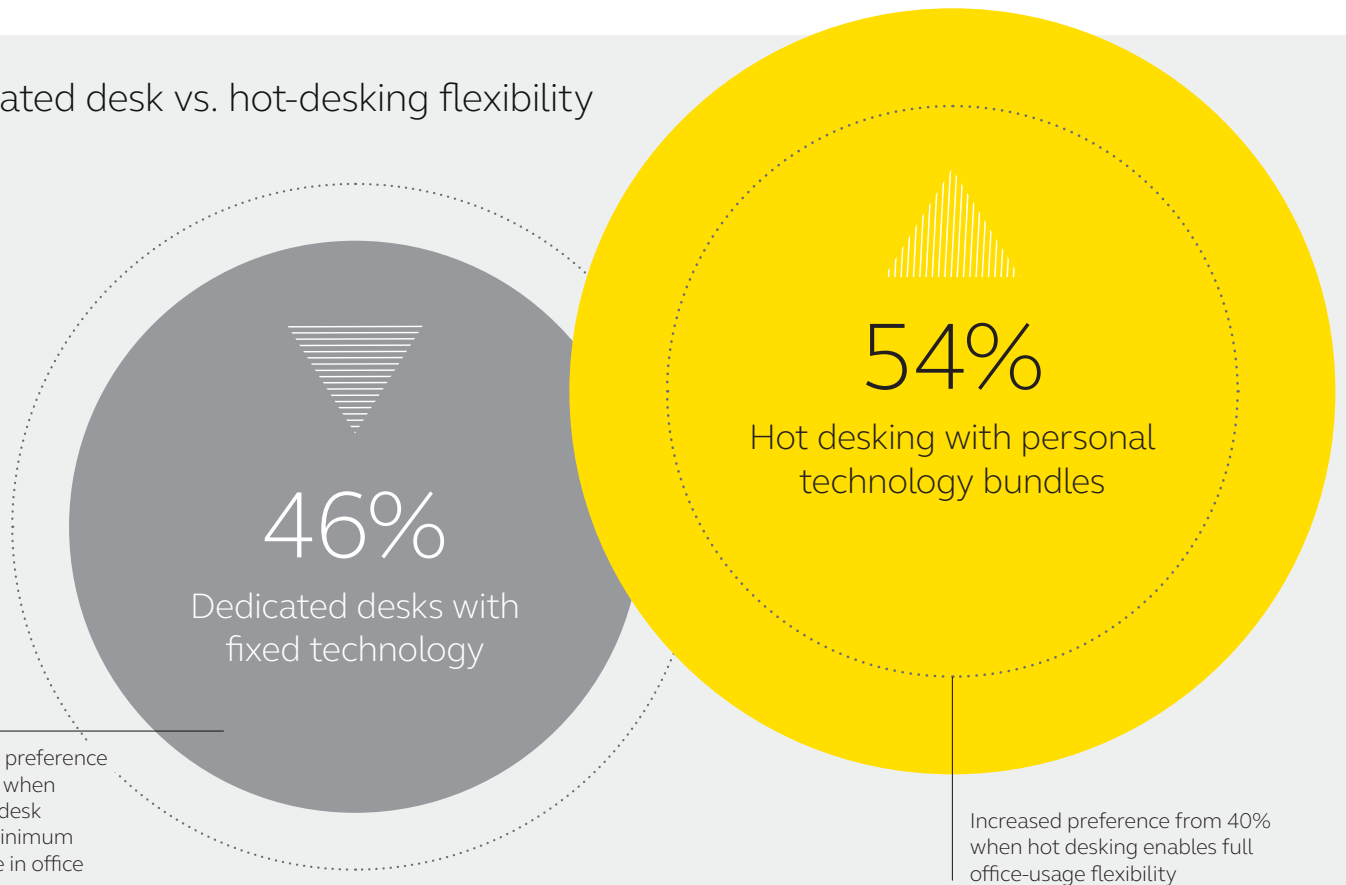


04

# Workplace design requires rearchitecting for offices to be effective resources in the future

Employees are primarily wanting to return to the office for collaborative tasks. But for many, the attraction of an office space is also balanced with the need for dedicated concentration spaces. For non-collaborative tasks, employees would prefer dedicated desks, but not if it requires them to come in for a set number of days. If in-office time is stipulated with a dedicated desk assignment, there is a shift in sentiment to flexible hot-desking arrangements. With this in mind, 55% of the workforce would rather have personal technology bundles that they can use to create virtual workspaces wherever they choose in an office space or remotely.

## Dedicated desk vs. hot-desking flexibility



*The return to the office is driving and will drive a physical re-architecture. For the longest time, collaboration rooms were long and narrow because of what the video technology could comprehend, but that has changed. Let's take advantage of the innovation in the collaboration industry to equip these spaces with the right technologies that enable an equitable hybrid experience.*

Aurangzeb Khan,  
SVP, Jabra

## Next Steps

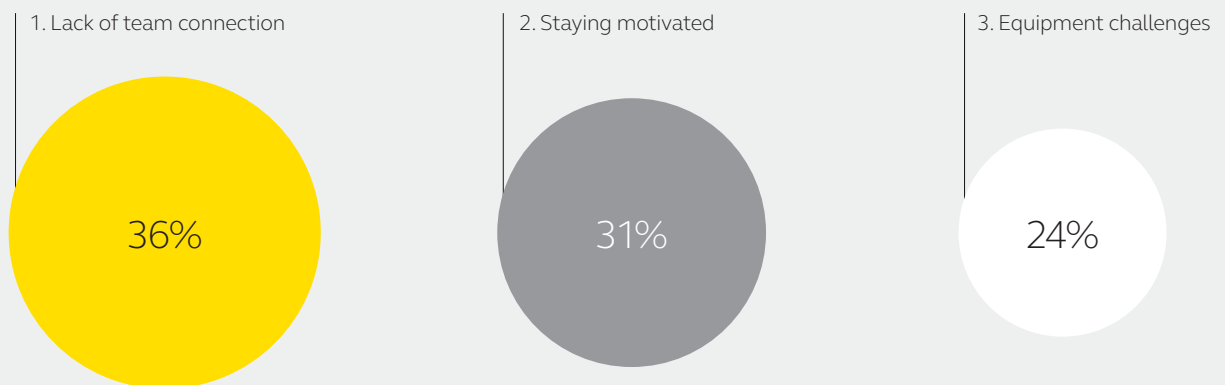
Office spaces need redesigns that consider an axis of informal to formal collaboration that facilitates informal social moments to formal collaboration. Organizations should consider flexible infrastructures that allow for individual focus or group collaboration. These should have complementary personal technology such as noise cancelling headsets that can facilitate greater concentration in open spaces as well as intelligent audio and video collaboration solutions that bring groups together across distributed locations.

*What doesn't work in these environments is fixed desks, too many walls, and corner offices, because that's exactly the opposite of facilitating a sense of inclusion and equality. Those things – the size of the desk, walls, corner offices – have been built to show hierarchy. The environment needs to enable flexibility on demand. Every space should accommodate a number of users and activities, and anyone should be able to repurpose it.*

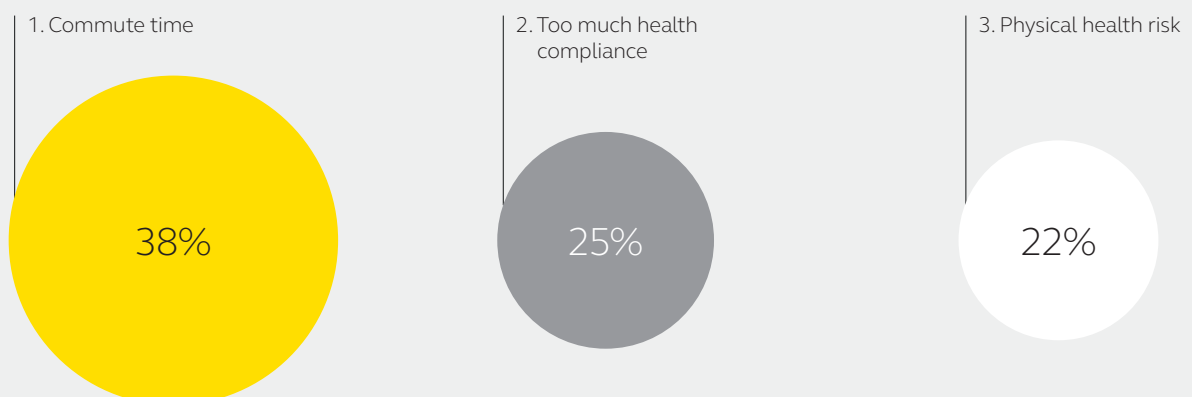
Holger Reisinger,  
SVP, Jabra

## Top challenges to working from home vs. in an office

### Home



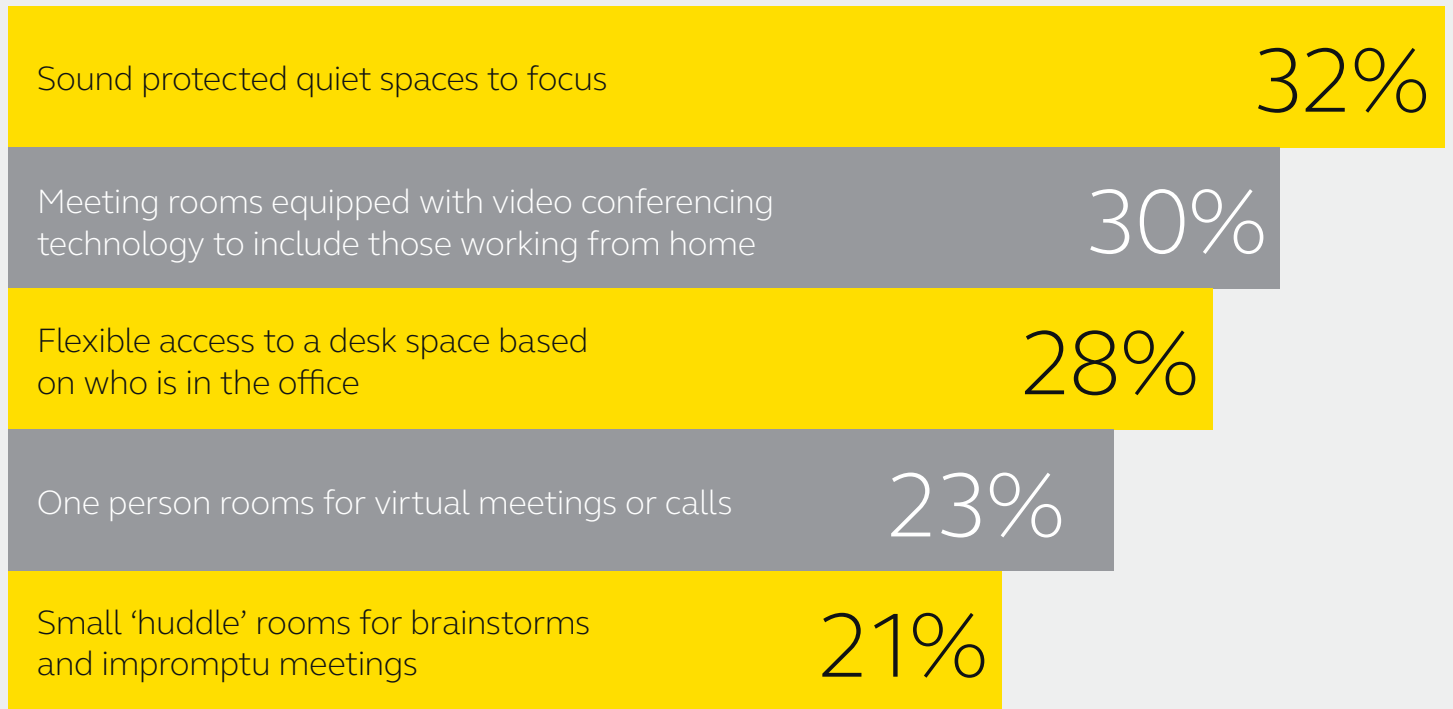
### Office





## Top five in-office spaces desired by employees

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“  
What we're recommending is to put the screens and the camera on a wide wall and arrange the room with a semicircle table. This arrangement sends the message that even though the people I'm sitting across from are not physically in the room, they are visible on that screen. And that screen provides complete geographic freedom.

Aurangzeb Khan,  
SVP, Jabra



05

# Younger generations want office spaces more than those who have longstanding careers

Many reasons have been discussed for varying preferences in the workforce regarding location preferences. Mid- to senior management have often built up the social capital they need to work remotely with strong networks already established, and many have bigger family commitments to balance. Conversely, younger employees have stronger preferences for office-based work. This is mostly attributed to lacking dedicated home-office setups, or stronger preferences for socializing at work, as well as networking and learning company culture. Our research revealed two new trends in this area.

84%

agree that 'technology can help all employees have equal access to opportunities at work'

80%

agree they 'would rather work for a company that invests in technology to better connect the workforce in a hybrid working future'

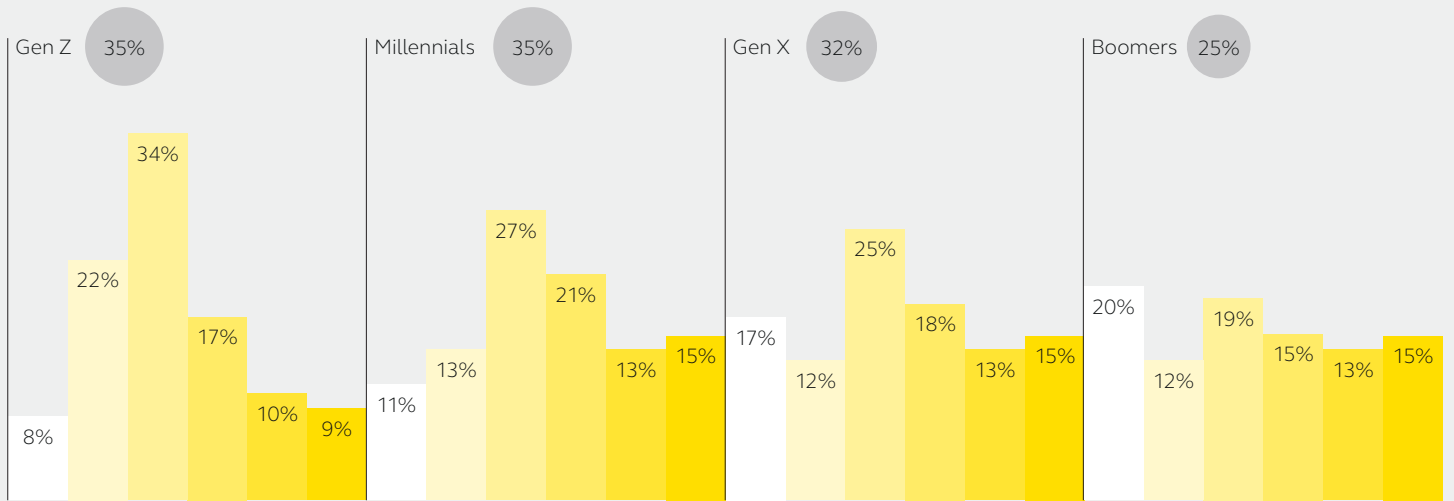
Self-motivation appears to increase with age, with Gen Z and Millennials finding it far more challenging to stay motivated while working from home than Gen X or Boomers. This trend is reflected in each generation's ideal hybrid working balance, with younger generations preferring more days back in office than their more senior counterparts. Challenges with remote motivation reduce significantly with age, correlating with a trend for reduced days back in office.



# Home and office preferences vs. motivation across generations

Office 0 1 2 3 4 5 Home

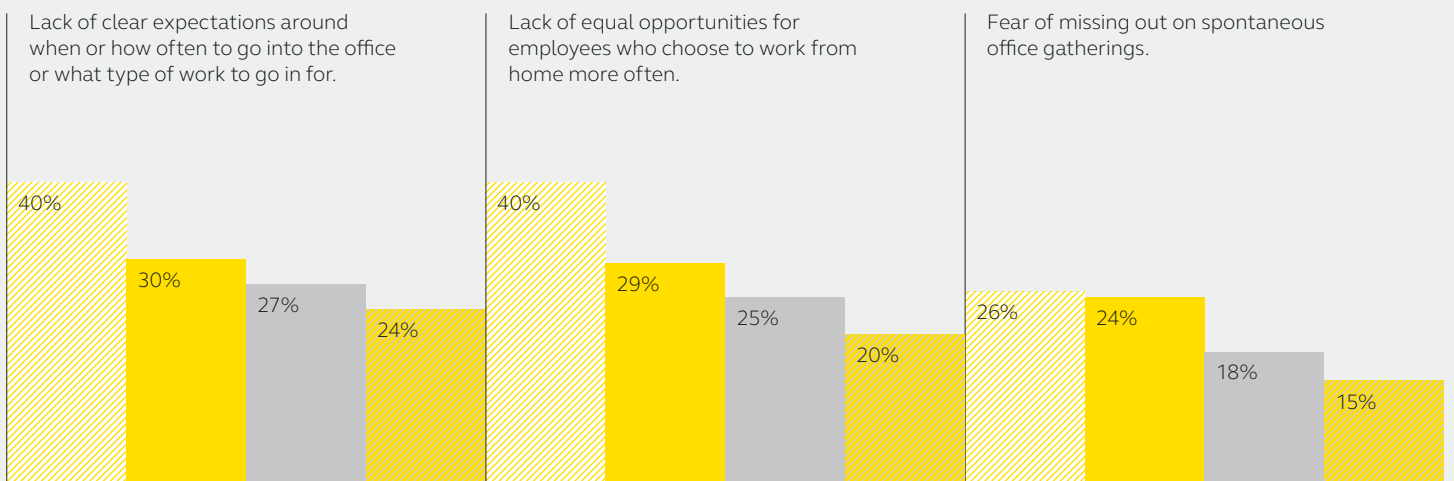
% Motivation challenges when working remotely



Hybrid working is also causing anxiety for career development. Gen Z and Millennials have much greater concerns around their expectations with a return to the office and the impact this has on perceived opportunity. As such, there is a more significant fear of missing out on office opportunities for socializing or networking that might advance their careers and provide access to new projects.

## Hybrid work concerns vary across the workforce

Gen Z
  Millennials
  Gen X
  Boomers



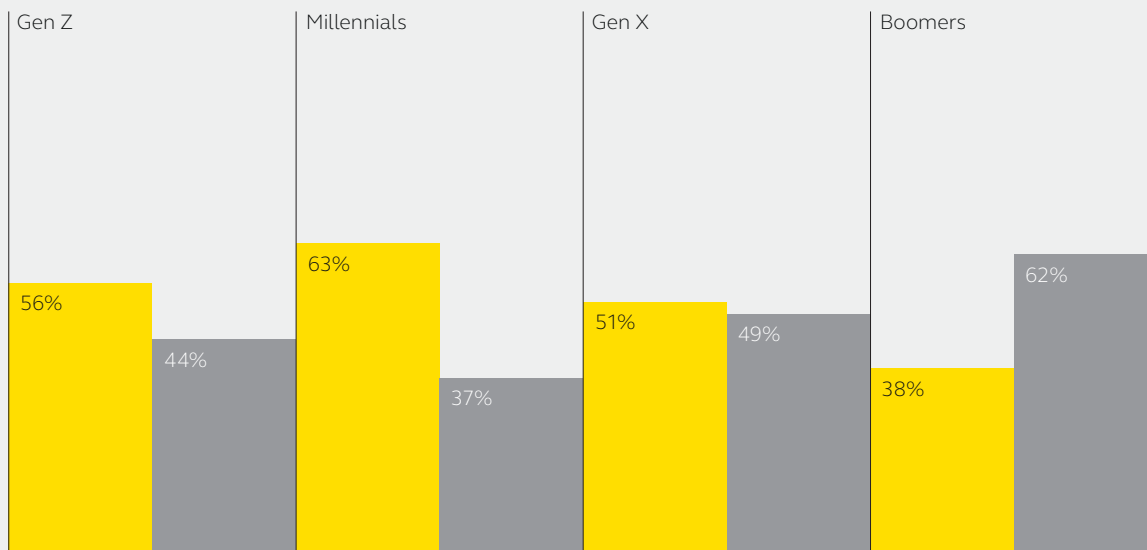




This trend also reflects in how much employees believe their careers would suffer long term from unequal hybrid working practices and not being in the office to access opportunities. Younger generations would prefer to work from home more, but will return to the office so as not to impact their career prospects.

## Work from home career concerns

*'I would prefer to work from home, but I'm concerned my career would suffer long-term.'*



## Next Steps

Transparent practices - with leadership examples of hybrid working best practices - will demonstrate to teams that whatever choice they make for working will not disadvantage them. By measuring employee outputs and their impact on the team and organization, leaders can decouple performance from physical presence. Knowledge workers also value an emphasis on output over hours at a desk, with 69% saying they would prefer managers to focus on employee output compared to 31% who would rather have their performance evaluated on time spent in the office. Leaders should also focus on the levers driving return to office behaviors, and enable the entire workforce to access the spaces in which they can be most productive.



# Leadership

The puzzle of hybrid work poses one of the greatest management challenges of modern times. Capitalizing on the benefits of flexible and remote work, while re-utilizing the office as a renewed resource is a complex problem to solve in order to enable an equitable workforce. Hybrid itself is not a remedy; there will be a spectrum of implementation, and it is up to leaders to align and evangelize healthy practices that work for a specific company in order to foster high performing teams of individuals.

While each organization needs to consider its own unique needs to optimize hybrid work productivity, standardizing these practices such that they meet the unique complexity of each employee's ideal hybrid working preferences is a challenge. Threading the hybrid needle will require new leadership perspectives built on the insight of knowledge-worker preferences and viewpoints.



01

# Organizations must communicate clear principles, but will suffer from policies

Much of the complexity for management lies in designing return to the office policies that maintain employee autonomy and flexibility while still encouraging ways to bring people together for meaningful activities. Three in four knowledge workers say they have concerns around a hybrid work future (74%), but most of the reasons driving this come down to sound leadership and communication practices.

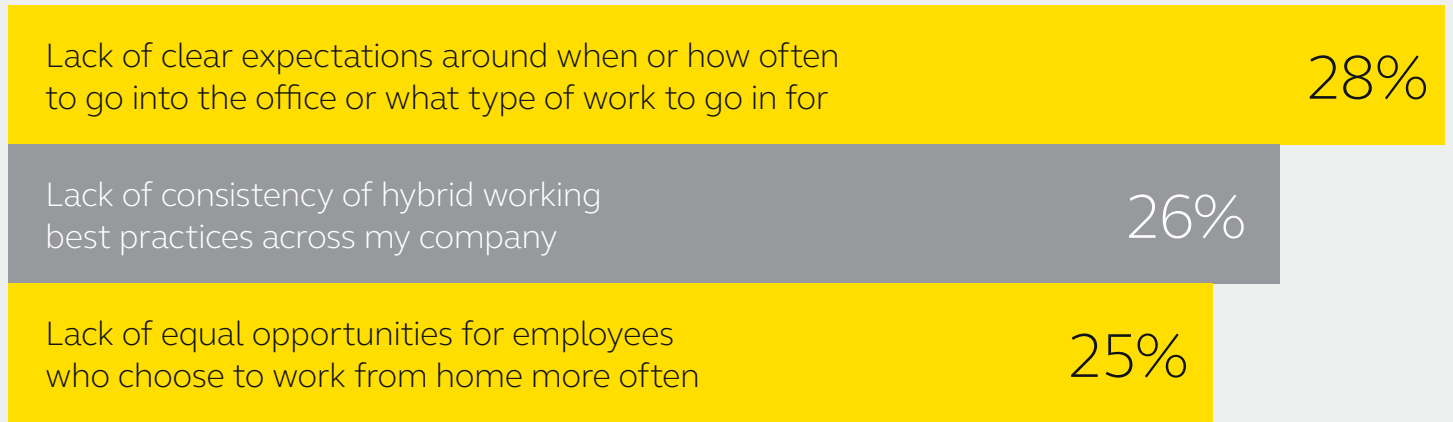
3 in 4 have concerns around a hybrid-work future



While knowledge workers are seeking clear guidance on company-wide expectations for hybrid work, they still desire flexibility and autonomy to make individual decisions on how best to get their jobs done. Majorities believe managers can make a hybrid work environment as comfortable as possible by allowing team members to set their own schedule (65%), instead of holding standard 9-to-5 working hours (35%). A similar percentage would prefer that management allows team members to come into the office when they need to and work from home when they need to (61%), over setting “in office” and “at home” days each week for the team (39%).

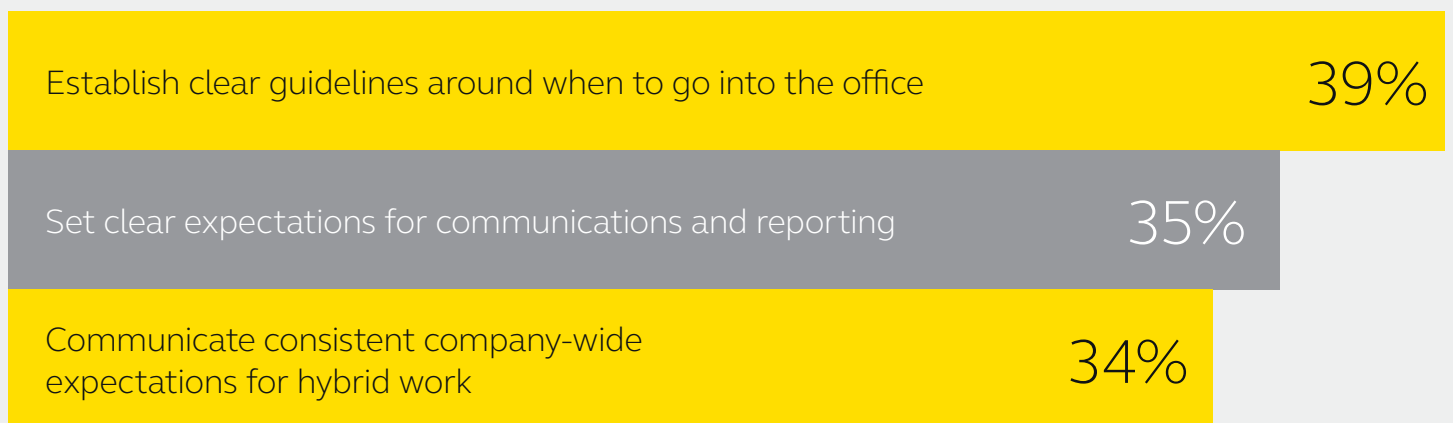


### Top 3 concerns about a hybrid working future



The majority also see a path forward for companies to solve these complex issues, most notably with simple steps, such as establishing clear guidelines on when to go into the office and setting clear expectations for communications and reporting. Rather than setting formal policies in place, leadership should focus on creating high-trust environments in which principles and guidelines are communicated, making expectations clear for employees while allowing them to retain autonomy and maximize their flexible working arrangements.

### Top 3 requests for leadership in hybrid



*Generally, people appreciate clear guidelines. If it's only about policies, you are missing a human element. But if you have guiding principles, you are communicating that you trust people to do what is best. When leaders are very strict on saying what people should not do, employees get more concerned and have a higher need for reassurance, which stalls productivity. Having too many strict rules makes things complicated and frustrates people. People can really deal very well with autonomy, and they appreciate the flexibility.*

———— Holger Reisinger, SVP, Jabra

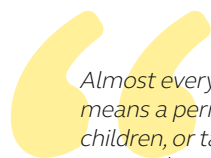


02

# Companies that consult employees will win in the long run

Throughout the pandemic, leading organizations have communicated more consistently with their employees, and equally listened to the input and feedback from managers and teams undergoing the transition to remote work. Now, as the shift to hybrid is implemented, 86% of employees think that careful work guidelines are needed for an equitable hybrid workplace.

Considering the opinions of multiple stakeholder groups can be a complex process, but 85% of all knowledge workers we surveyed would value consultation before implementing any hybrid working practices. Companies that consult with employees are likely to see more success in hybrid. And even if they don't agree with all of them, consulting with employees will lead to higher satisfaction with new practices and broader buy-in and adoption into hybrid ways of working.



*Almost everyone has been forced to adjust their schedules, which for many means a permanent rearrangement of their private life, homeschooling children, or taking care of older family members. There is no one-size-fits-all approach to organizational management. Each company, each team, and each individual will have to figure out what works best. It will be an iterative process requiring patience and compromise from all.*

Holger Reisinger,  
SVP, Jabra



03

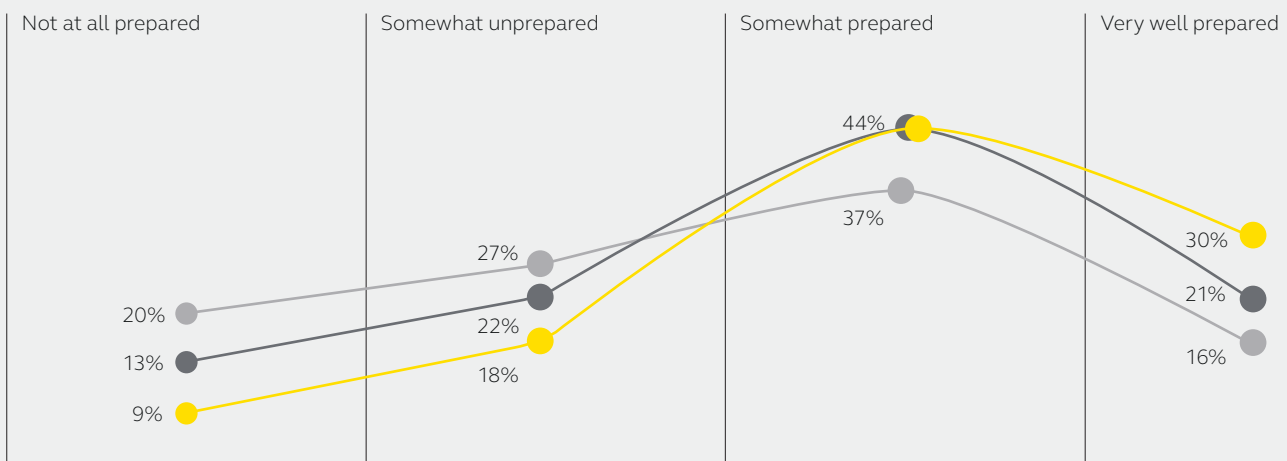
# Leaders have overconfidence in hybrid preparedness

Employees have low confidence in their organization’s ability to navigate this space: 66% say they need help. Three in four employees are concerned about hybrid, largely tying to poor communications practices and an unequal playing field, and only 20% think their organization is very prepared for hybrid.

## Preparedness for hybrid by organizational hierarchy

How prepared do you think your organization is to transition to a hybrid working model in the next 6 months?

● C-Suite    ● Upper management    ● Employees



When segmenting confidence and preparedness in shifting to hybrid work, C-Suite and senior management also have higher confidence in their readiness for hybrid, compared to employees. Employees were 11% more likely than C-Suite to say that their organizations were not at all prepared for the shift to hybrid. Conversely, only 53% of employees think that their organization is prepared for hybrid, compared to 74% of C-Suite leaders.



04

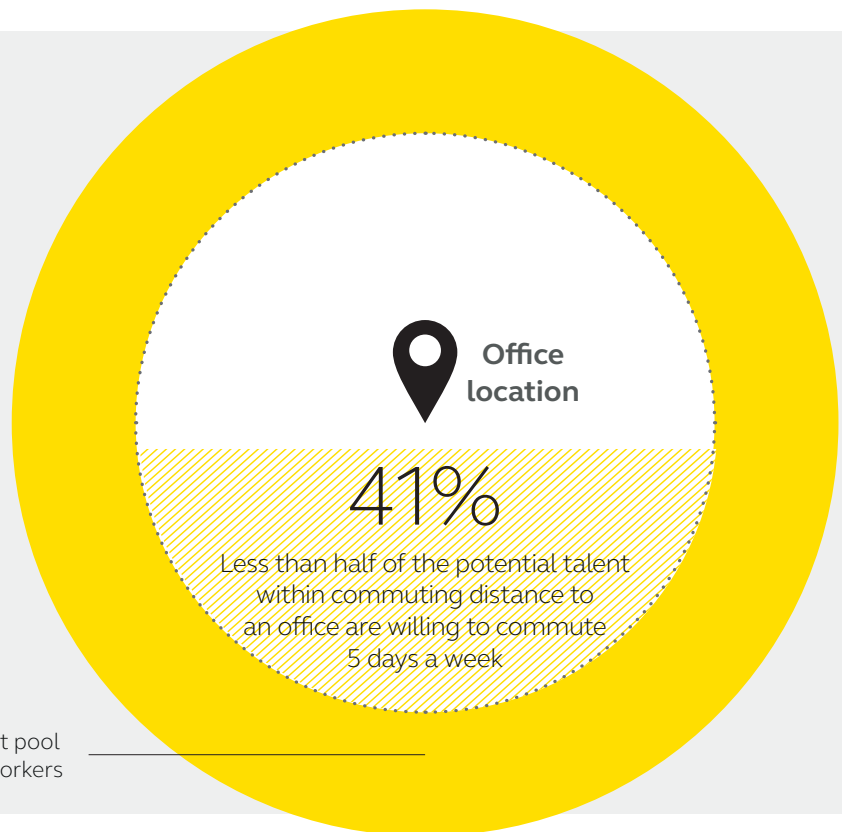
# For organizations to thrive, they need hybrid

Hybrid working models can benefit company growth from two main angles. When thinking about return to the office policies, 59% of the global workforce have said they wouldn't work for a company that required them to come into the office five days a week and 63% of millennials have already considered changing jobs for an employer that has hybrid working options.

Organizations with hybrid models can recruit talent from a broader geographic catchment area, while those looking to mandate a full-time return to the office will be geographically limited by office proximities and have access to only 41% of the talent pool within that very limited range.

## Access to talent willing to work full-time from an office

59% of the workforce have said that they wouldn't work for a company that required them to come into the office 5 days a week. Organizations with hybrid models can recruit talent from a broader geographic area, while those looking to mandate a full-time return to the office will be geographically limited by office proximities and have access to only 41% of the talent pool within that very limited range.



Access to broader talent pool of flexible knowledge workers

*The challenge leaders have with hybrid working is to truly accept the new reality and let go of preconceived principles of leading people or managing organizations. Because of the truly fundamental changes in the way we lead teams – now virtual, global, and oftentimes fully distributed – the skills that we need to lead in the new normal are something you have to learn in an entirely new way.*

Holger Reisinger, SVP, Jabra



# People

The pandemic disruption affected every person uniquely, and made work much more personal for everyone, as the boundaries blurred between our home and working lives. To help people thrive in more flexible working environments, every organization needs to plan processes and guidelines that drive a people-first agenda. This means emphasizing empathy, culture, and the tools and training needed for a work from anywhere future.

These are the key insights from our research that can be used when considering your people practices in hybrid work.





01

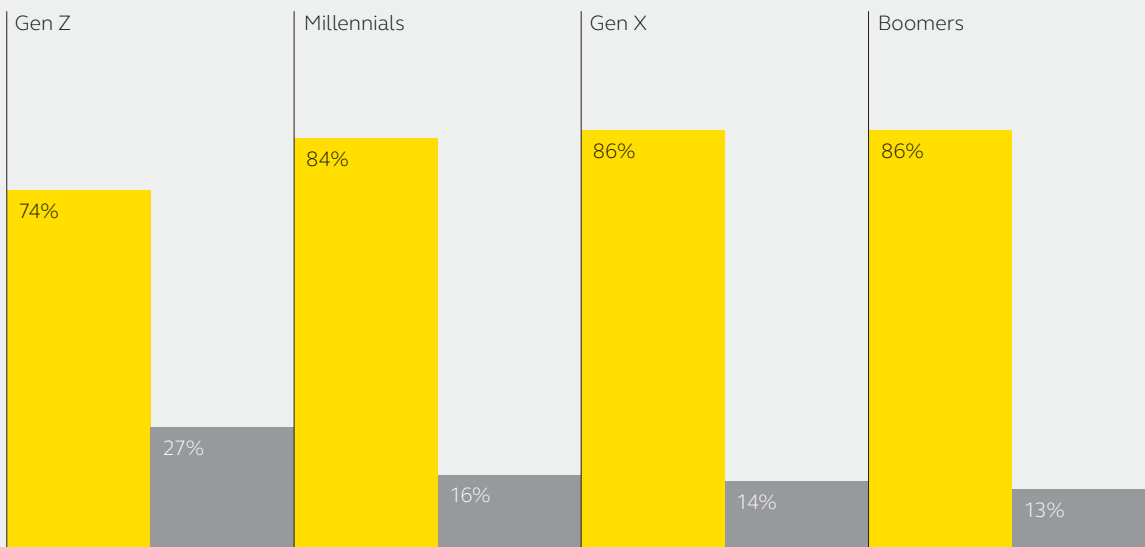
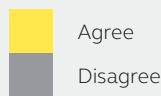
# Flexible working is more important than salary and other benefits

For many knowledge workers, it is not just the ability to work from either home or office, but the ability to work from anywhere, that is a true differentiator. With 75% of knowledge workers wanting to work from wherever they are in the future, organizations need to rethink benefit structures to remain competitive.

Flexibility is so important to the workforce that 59% of knowledge workers assert that it is more important to them than salary and other benefits. With employees able to access a broader range of employment options, the fundamentals of labor supply and demand have shifted in employees' favor. Hybrid work has catalyzed a power shift from organizations to employees and employees have realized that there is a smarter way to work and a more tailored way to integrate their personal and professional lives with flexibility.

## Technology is critical to a work-from-anywhere future

*'Collaboration technology is critical to a work from anywhere future.'*





*At Jabra, many of us have been working flexibly for years, and with hybrid work we're excited to be navigating this at greater scale. As a global organization, high trust has always been key to giving our employees the freedom to work anywhere. We're used to collaborating in meeting rooms, virtually, in hybrid situations, through time zones, and across borders. If you couple this attitude with the right technology and train your leaders how to effectively manage hybrid teams, you can attract top talent from anywhere in the world by promising them the flexibility they're looking for.*

Morten Lyngstrand Baagoe,  
Head of HR,  
Jabra

Since the pandemic began, 48% of all employees surveyed globally have considered changing jobs. 81% have said that a hybrid work model will allow more intentional use of time and spaces in order to ultimately be more productive. As employee priorities change, and new ways of working are realized, organizations need to reconsider their workplace practices and benefits in order to remain competitive and attract the best talent.

81%

agree that 'organizations who embrace a hybrid model will have a competitive edge in the future'



*Give people more autonomy to decide themselves where they are at their best, but leaders need to make equally sure that if employees choose to work from a location other than the headquarters, that they don't feel left behind.*

Holger Reisinger,  
SVP, Jabra



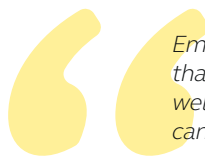
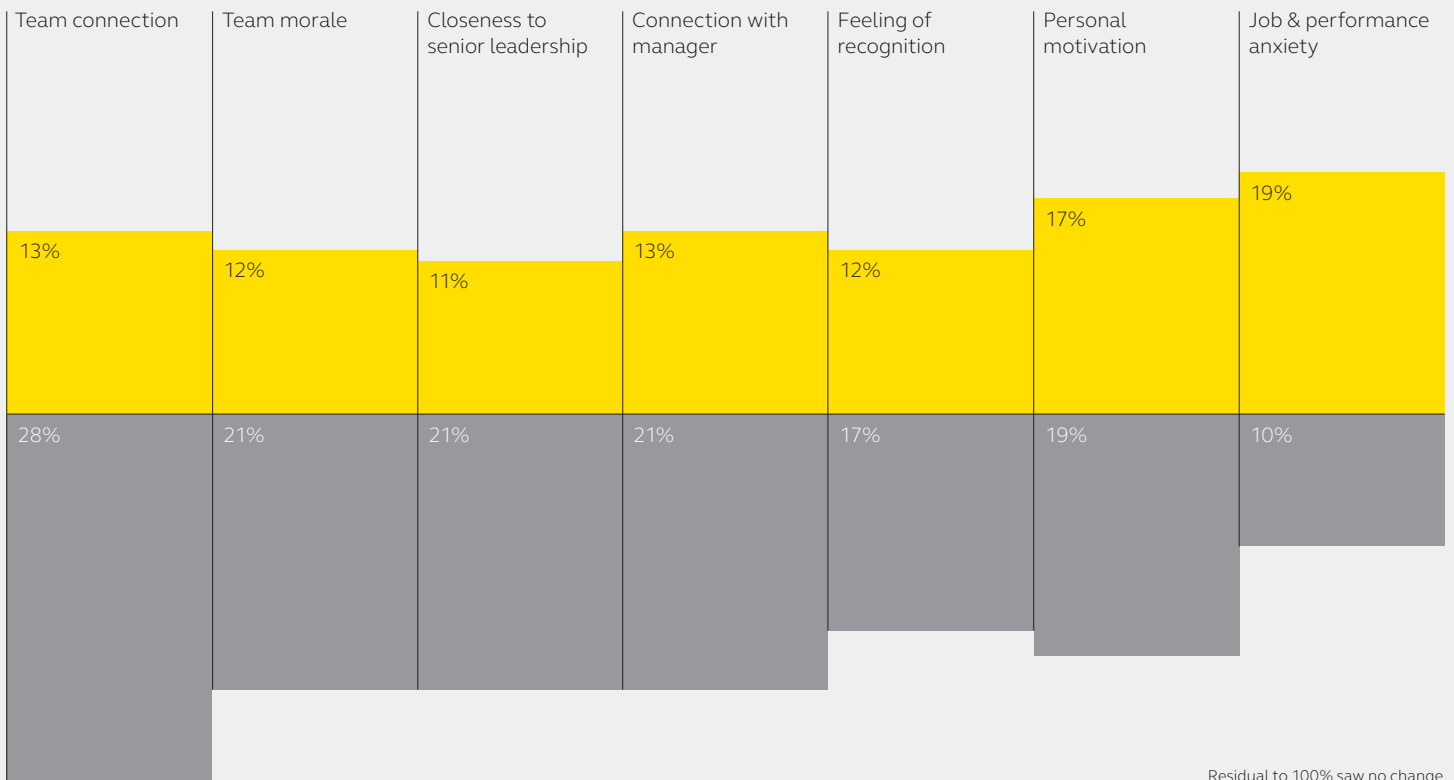
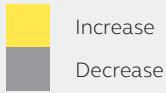
# A hybrid working model with the right technology will lead to better employee mental well-being

While working remotely, anxiety levels rose, people worked far longer hours, and our research showed that lacking boundaries between our personal and professional lives consistently ranked as one of the biggest challenges around the world while working from home. During remote work, our research showed that sense of connection amongst teams decreased 28%, feelings of recognition decreased 17%, and employees' feeling of closeness to their direct manager decreased 21%.

Conversely, nine in ten knowledge workers say a hybrid environment would either increase or maintain a sense of trust in their team (90%), the level to which they feel their employer cares about their well-being (89%), and the level of recognition they feel for their contributions (89%).



# How, if at all, have the following changed while working from home?



*Emotional intelligence and empathy have never been more important; leaders need to get across via video that which traditionally has been done in person. They need to show, to really show, that they care about the well-being of their employees. This takes a foundation of well-trained people management practices, which can be further enhanced by data.*

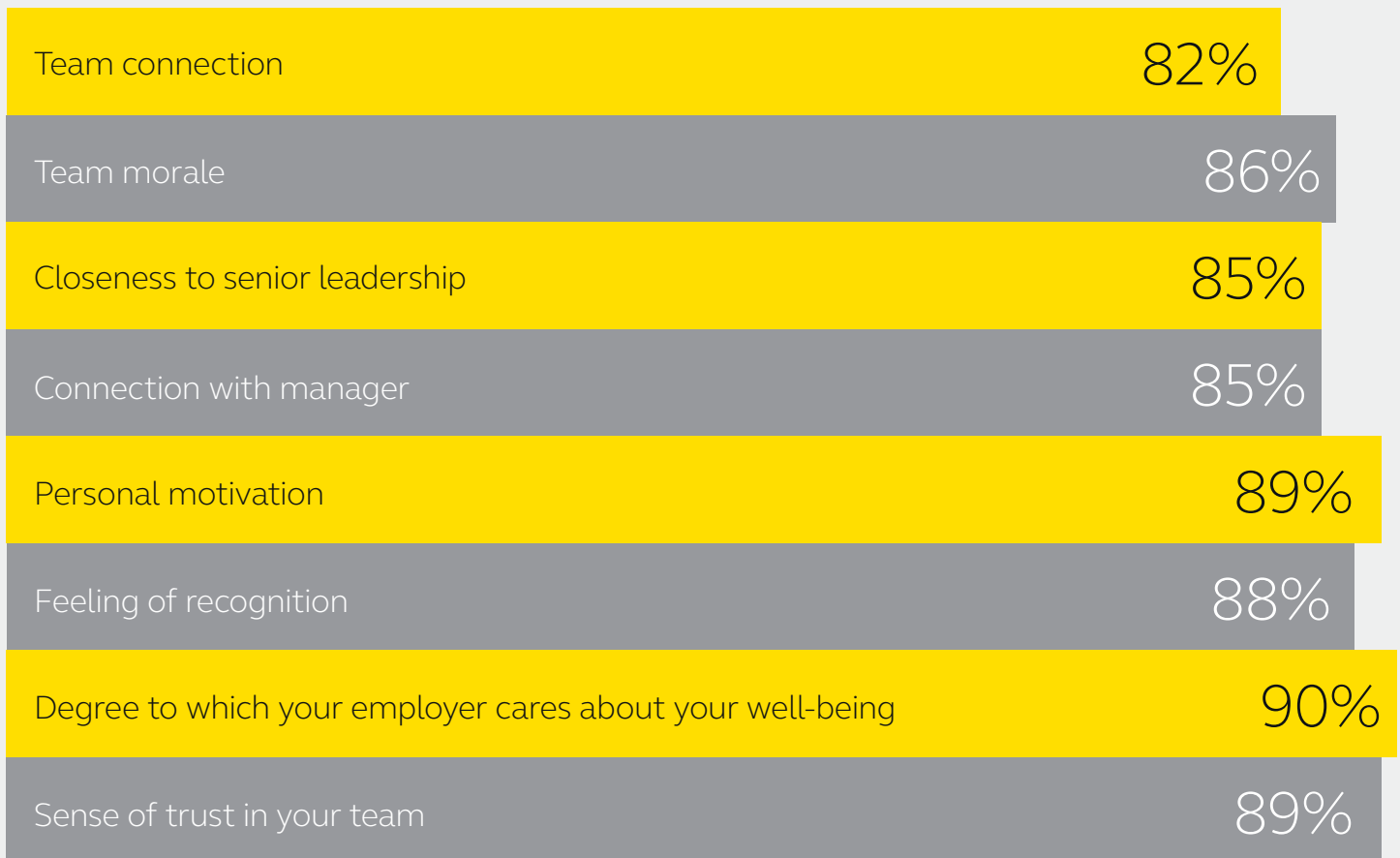
As the preferred model for the majority (68%) of employees, hybrid work can offer employees the flexibility to better balance their time, while technology coupled with clear guidelines can address the major concerns with hybrid work models and lead to higher performing teams with a healthier work-life balance.

Holger Reisinger,  
SVP, Jabra



## Knowledge workers believe hybrid working will increase their work well-being

*'A hybrid work environment would increase or maintain':*



### Next Steps

One key action which leaders can take right now is to provide seamless collaboration solutions as well as opening up conversations about hybrid-work changes and employee well-being. When people have humanized collaboration experiences that make connecting from anywhere possible, it facilitates better inclusivity and teamwork. When leaders combine this with open team dialogues, it creates a common language and toolkit with which to address stress.



03

# Technology is key to inclusivity and hybrid work success

For people to work comfortably and equitably from remote locations, there is an increasing need to be equally seen and heard, no matter where you are. Companies are now considering increasing budgets into better technology to make sure everyone feels they are equal, regardless of their physical presence in a meeting. According to our research, 84% of the workforce believe collaboration technologies will create a more equal and inclusive workforce and 80% would rather work for a company that invests in technology to better connect the workforce.

Research shows clear links between poor virtual collaboration experiences and a sense of connectivity in teams, and technology plays a key role in the remote working experience, with 85% of the global workforce reporting that being confident in their technology – audio, internet, video – allows them to excel at work.

85%

agree that 'technology is critical to a work from anywhere future'



90%

agree that, 'it's important for all employees to feel included and valued, whether they choose to work from home or in an office.' While home feels safest for the near-term, knowledge workers ultimately believe that having flexible options to work from wherever they want provides the best potential for equitable opportunity, as nearly 3 in 4 (73%) agree that 'a hybrid work model is more inclusive than a traditional 9-to-5 office structure.'



*With individualized video streams, collaboration technology now allows us to have the same real estate on a screen; we are all equally present in a meeting. We have our voice, we have our appearance, and everyone has a seat at the virtual table. If you have technology to support this, people will feel included, regardless of whether they're physically in the room or not.*

Holger Reisinger,  
SVP, Jabra

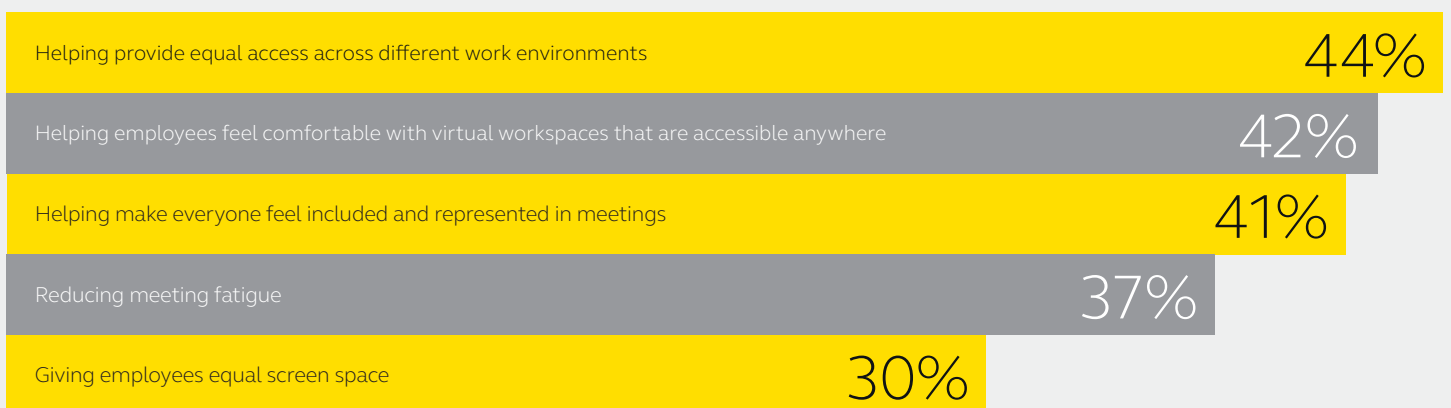


## Next Steps

To accompany the new normal of hybrid meetings on virtual platforms like Teams, Zoom, and Google Meet, organizations must ensure equity in pixel real estate – that is, where all participants take up the same amount of screen space in a virtual meeting, regardless of their physical location.

In a return to the office context, this gives employees the freedom to enjoy the human benefits of in-person collaboration while not alienating those who aren't in the room, by creating meeting environments in which screen-share and pixel real estate is equal. Rather than degrade the experience for everybody, focus on giving everybody the right products and technology.

## Top benefits of technology for an inclusive workforce



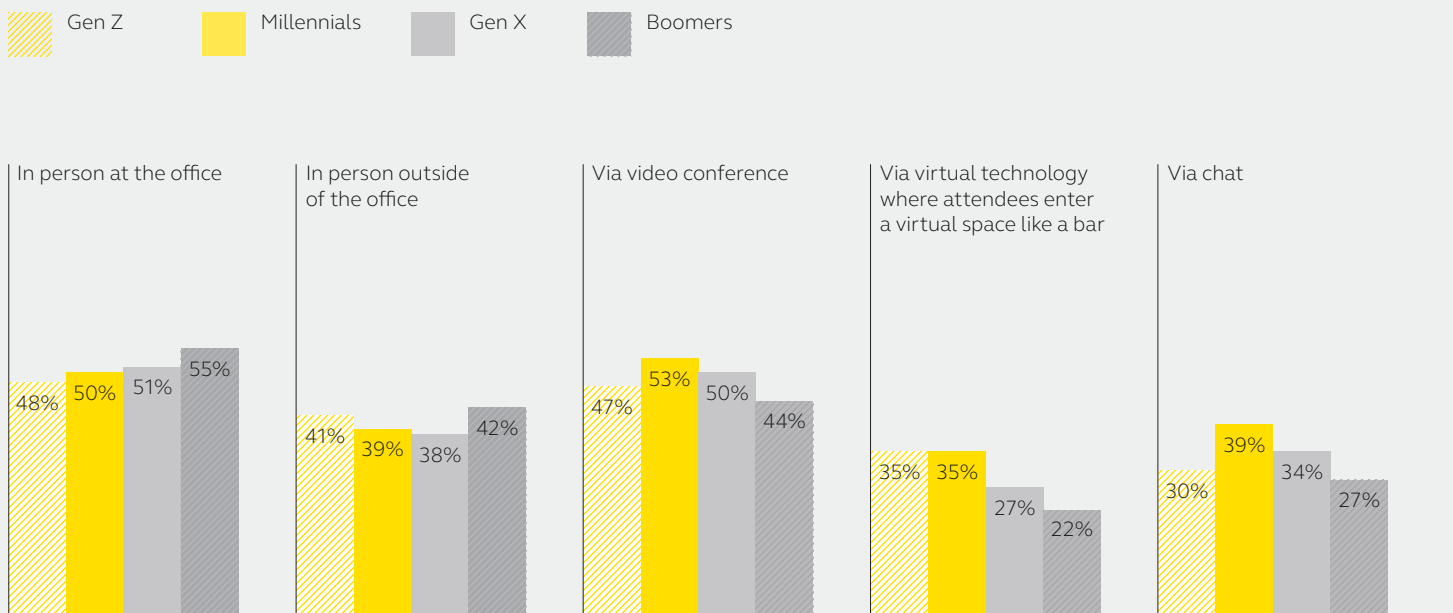


04

# Teambuilding and collaboration need re-engineering

Lack of team connection and staying motivated are the top two concerns of knowledge workers, and 52% of employees are concerned about falling behind in their career if they stay home. But health cautions and commute times are the two biggest pain points with a return to the office. Leaders need to reevaluate when and how to bring teams together in-person.

## Knowledge worker preferences for social collaboration







*Focus on trust in teams and organizations, so that flexible working can thrive, and that people have the guidelines and autonomy to fully embrace flexible working. The fabric of trust has to be whole. The underlying contract is that we're working together as teams. We just need the right tools and technology to give us the connective strings that enable trust.*

Aurangzeb Khan,  
SVP, Jabra



## Next Steps

Enabling unstructured collaboration in offices:

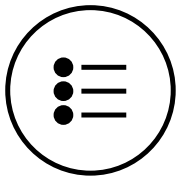
As we shift to hybrid, fostering informal collaboration will become a higher priority. There are some hard problems that maybe we don't have fully figured out when it comes to knowledge integration of information signals that are imperfect and imprecise. We're picking up signals, sharing signals, sharing information, and trying to construct some coherence. When combined, these unstructured communications are what lead to high performing teams.

Social hygiene:

Hold 30-minute virtual open-mic sessions. These things happen in real life in your office and are like glue, especially for new people joining the team. Teams become comfortable engaging with each other because of informal exchanges. Creating 30-minute blocks of unstructured time is hybrid working organizational hygiene.

*Leaders should mandate physical presence for certain collaboration formats: team building, strategy meetings, customer kickoffs, where we then want people to be present to experience your colleagues, feel included, and develop this sense of belonging.*

Holger Reisinger,  
SVP, Jabra



# Conclusion

The road ahead is one of new navigation, and the choices leaders make will impact an organization's ability to succeed in hybrid ways of working for years to come. As leaders steer companies in a new hybrid working direction, culture, talent, productivity, and innovation will all be impacted by the decisions they make right now.

Successful organizations will be agile, embracing flexible ways of working and creating inclusive and equitable workplaces for everyone. No one will get this right the first time, but we need to re-wire our thinking to navigate the challenges and complexity in hybrid work in order to unlock the full potential of this new way of working.

While getting hybrid right will require extensive work, the benefits of this blended way of working have the potential to improve our well-being and productivity, to the benefit of organizations, and more importantly to the benefit of the people who work for them. If we lean into flexibility, design thinking, and creating ways of working that benefit everyone, together we can discover a better work future for all.

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## Methodology

This survey was conducted online within the United States, United Kingdom, France, Germany, and Japan by The Harris Poll on behalf of Jabra from May 21 – June 10, 2021 among 5,036 knowledge workers. When segmenting by generation, sample size was 4992. This online survey is not based on a probability sample and therefore no estimate of theoretical sampling error can be calculated. The survey includes respondents from the following generations: Gen Z (ages 18-24), Millennials (25-40), Gen X (41-56), and Baby Boomers (57-75).