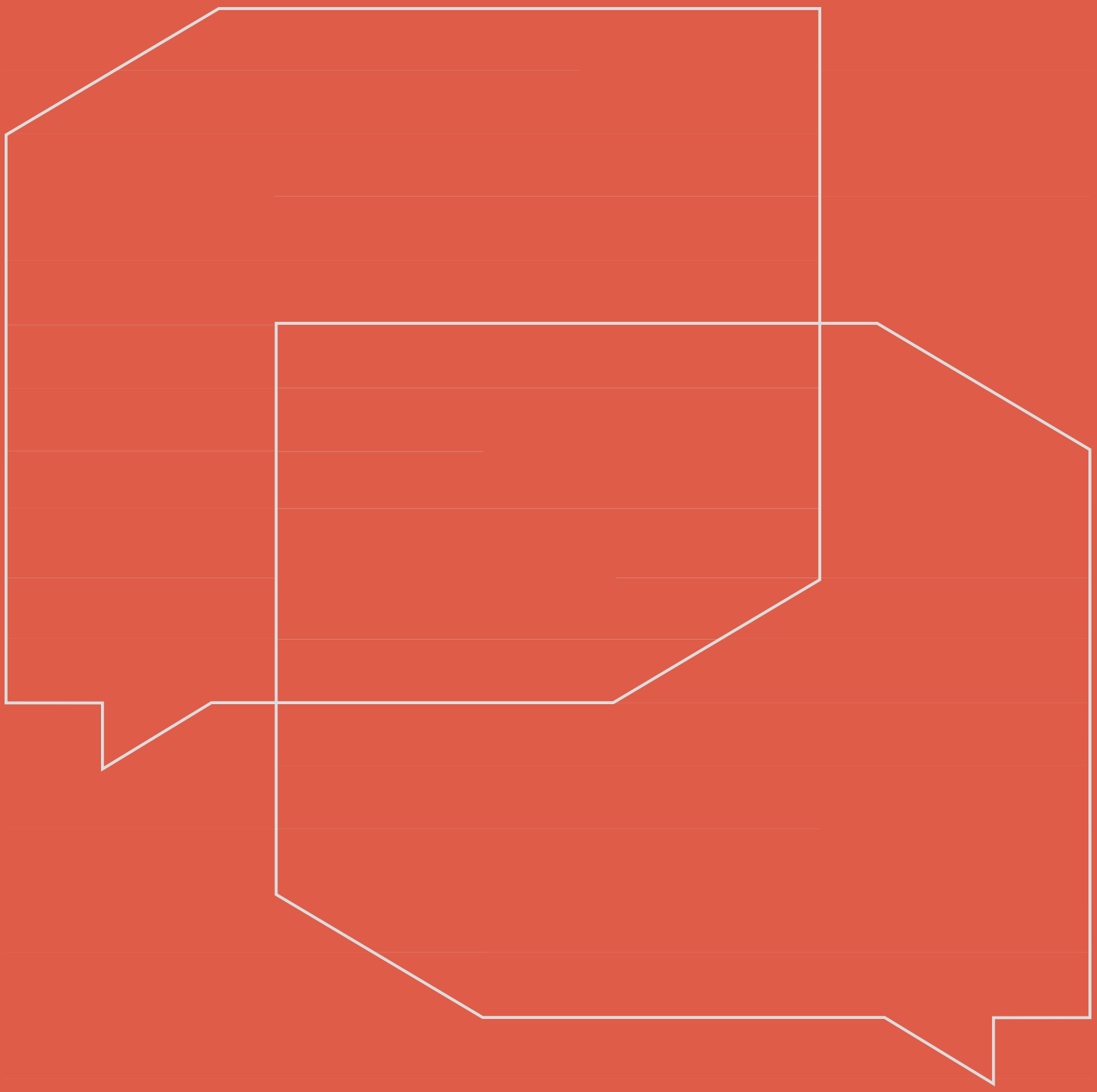
INDUSTRY RESEARCH
EXPLORING LIMITATIONS
& SOLUTIONS FOR
DISTRIBUTED COLLABORATION

six ideas | dexus

WARREN AND MAHONEY®



HYBRID COLLABORATION

HYBRID COLLABORATION

Six Ideas by Dexus teamed up with Warren and Mahoney to research the current experience of hybrid collaboration and offer solutions for improved outcomes. A process of hybrid collaboration was used to conduct the research and inform the proposed solutions, which are summarised in the four steps towards better outcomes below:

1. UNDERSTAND THE WHY

To understand the true purpose of collaboration, we liberate ourselves from the tools and process that represent the ways that things have always been done. Armed with this insight, the outcomes and effectiveness of collaboration then becomes more important than the convenience of collaboration, allowing fresh approaches to flourish.

This study revealed five central pillars to why individuals collaborate:

1. **Inclusion of diverse perspectives**
2. **Build trust with colleagues, fellow collaborators and customers**
3. **Mitigate risk with the inclusion of expert or experienced views and enable a peer review process**
4. **Create and strengthen the shared purpose of work**
5. **Learning and exchanging knowledge is a fundamental part of individual development and driving work forward**

2. KNOW YOUR GOALS TO MEASURE IMPACT

Effectively supporting and enabling hybrid collaboration will enhance the experience for collaborators and ultimately improve business outcomes. However, when investing in new hybrid ways of working, it is important to measure the impact of adopted changes and what these mean for your organisation.

This research revealed the top five benefits:

1. **Generating and exchanging ideas**
2. **Feeling part of a community**
3. **Building organisational culture**
4. **Impromptu learning**
5. **Decision making**

Six Ideas by Dexus and Warren and Mahoney acknowledge the Traditional Owners of Country throughout Australia. We pay our respects to Elders past and present.

3. RE-SET AND RE-FRAME THE FUTURE

Study participants described layers of small and large annoyances contributing to an overall sense of complexity of hybrid collaboration. Challenges include inequality of experience, disconnection and distractions for remote collaborators, poor technology setups and lack of skills to host and participate in distributed interactions.

Despite the challenges, the majority of participants were optimistic about the future of hybrid and ready to address the issues. Knowing the solutions to optimising hybrid collaboration lies in an integrated and holistic approach. Organisations need to be open, not siloed, when tackling issues that are limiting their success and ability to adopt to rapid change.

4. CREATE A HOLISTIC HYBRID EXPERIENCE

Enabling and optimising hybrid collaboration involves many moving parts that need a holistic approach and thoughtful orchestration for maximum impact.

Three areas that can make the most meaningful difference:

1. **Hybrid Etiquette.** Guiding and mentoring collaborators to adopt new behaviours for improved inclusion and meeting effectiveness.

2. **Hybrid Environment.** Space and settings designed along with tech tools need to focus on principles to optimise the experience of collaborators starting with improved sightlines and acoustics.

3. **Hybrid Culture.** Organisational culture is the pivotal factor that ultimately determines how change is approached and managed. A supportive and progressive workplace culture will encourage open mindsets and allow people to test different ways of working without the fear of failure.

THE HYBRID EXPERIENCE

Collaboration is a central part of moving work forward in any organisation and a key to innovation if it is optimised.

It allows us to solve complex problems, feed off the energy of others, seek diversity of thought and fulfill our fundamental need to belong to something bigger. Our workplaces play a key role in the quality of collaboration and the subsequent outcomes that we achieve. The true value of the workplace is simply about allowing people to do great work, together.

Yet we find ourselves at a time when the definition of 'workplace' has shifted from the physical constraints of the office, to an expansive environment, including virtual and physical work from anywhere, anytime. While not a new phenomenon, the extensive uptake of hybrid work methodologies in the last two years has identified fundamental challenges in the way we do business.

The tried and tested tools and processes for collaboration, in particular, have been challenged and the experience of those participating has often, anecdotally, been sub-optimal both for remote participants and for those in the room.

Six Ideas by Dexus in partnership with Warren and Mahoney supported by Arup have identified the need to investigate how best to support 'hybrid' synchronous collaboration where some participants are physically present and others are remote.

The benefits and the challenges of hybrid collaboration across space, technology, behaviour and organisational culture were explored. Particular attention to the lived experiences of the participants, finding valuable insight in the granular and diverse perspectives was central.

The focus of the research is on synchronous hybrid collaboration due to the fact that most of the difficulties experienced occur when multiple collaborators are working together at the same time, versus non-synchronous activity such as email exchanges or sharing of documents.

The individual solutions presented are actually quite manageable. While not without a need for investment and effort, when done well, these simple adjustments can have a profound effect on organisational outcomes and make for an exceptional and inclusive workplace experience for all.

Collaboration is defined as:

The act of working together with other people or organisations to create or achieve something.

And Hybrid (adj) as:

Combining two different things

We have defined Hybrid Collaboration as:

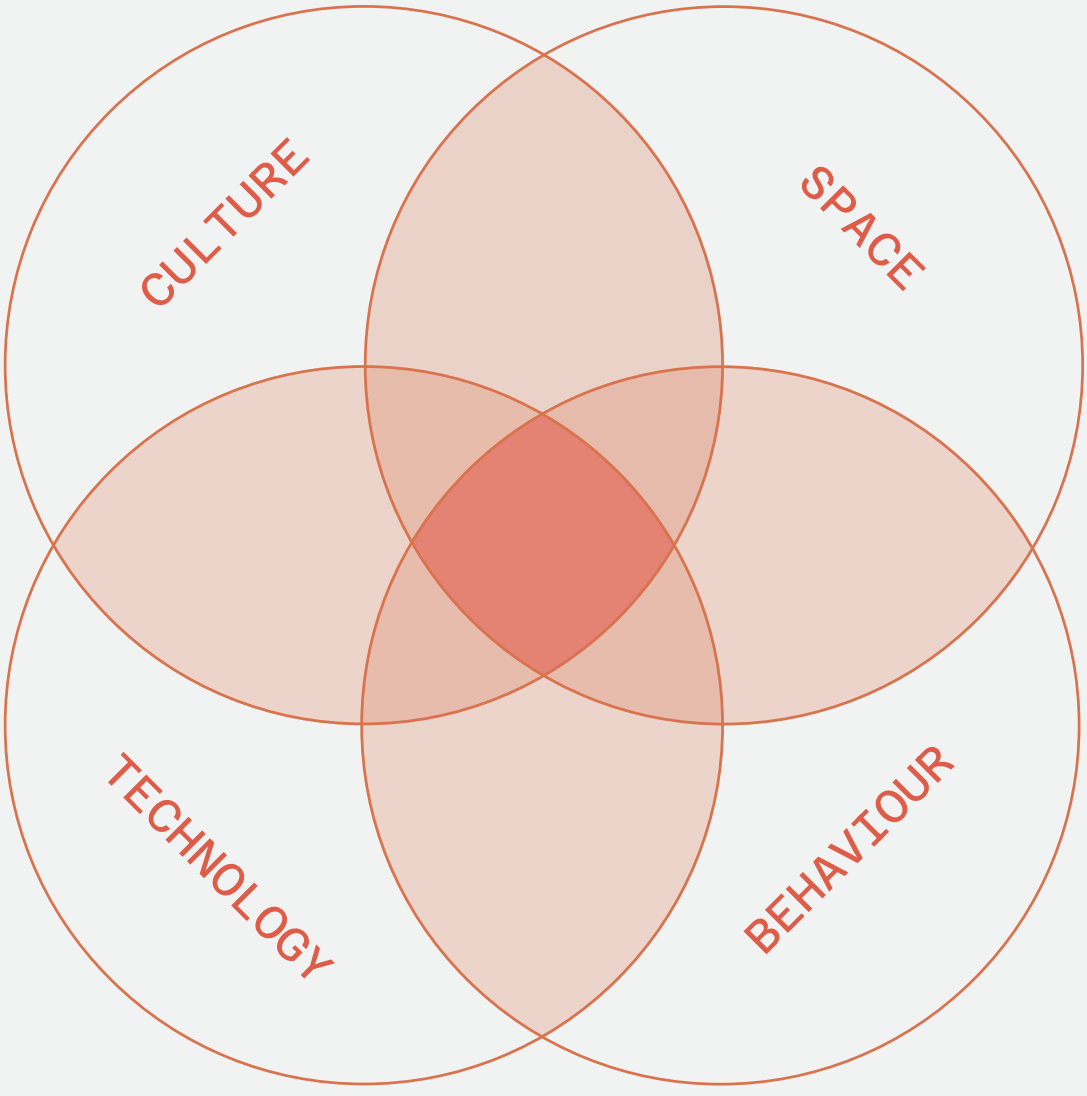
When two or more people are 'in the room' and at least one person is 'not in the room'.



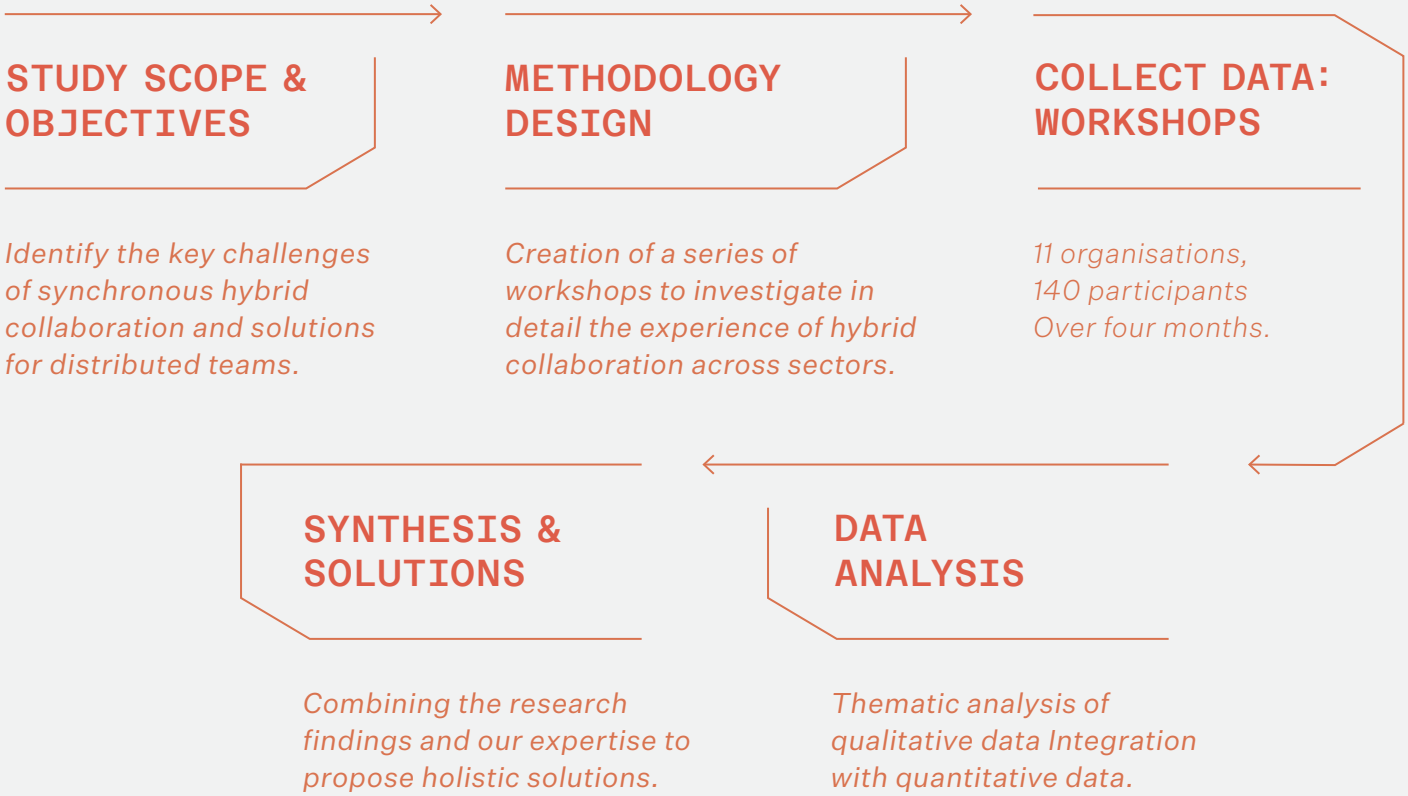
THE KEY TO CONNECTION, BOUNDLESS INTERACTION & DIVERSITY OF IDEAS IN A POST COVID WORKPLACE.

RESEARCH OBJECTIVE

To identify holistic solutions for hybrid collaboration through culture, space, technology and behavior that can support organisations to maximise the benefits and mitigate the risks of a distributed workforce.



METHODOLOGY



Over a four-month period at the beginning of 2022, a series of online workshops were conducted using the digital whiteboard, Miro, as the collaboration tool for participants to share their ideas.

Participants included senior leaders, team members from legal, local government, state government, consulting, design and scientific organisations. The majority of the participants were aged 26-45 with a quarter being 46 and over. 56% of the total cohort visited the office five days a week pre-covid which reduced to 6% anticipating visiting five days a week in the future. This illustrates the imperative to solve how we can effectively collaborate across geographies. Qualitative and quantitative data was collected from a series of questions and exercises during the workshops. Questions were designed to capture detailed subjective responses to understand relative importance of specific outcomes.

Thematic analysis was used for identifying, analysing and reporting patterns (themes) within data due to its flexibility and suitability for pragmatic research of 'real world' issues (Braun 2006). Experiences and responses from the workshop participants were grouped and themes deducted based on prevalence and importance in terms of the study objectives.

This report interprets these responses, providing possible solutions to improve the experience and effectiveness of hybrid collaboration.



1. UNDERSTAND THE WHY

2. KNOW YOUR GOALS TO MEASURE IMPACT

3. RE-SET AND RE-FRAME THE FUTURE

4. CREATE A HOLISTIC HYBRID EXPERIENCE

FINDINGS AND RECOMMENDATIONS

BENEFITS OF COLLABORATION

Participants in the study were asked, 'Why Collaborate?' to draw out the key benefits that collaboration offers to employees and to organisations, independent of hybrid scenarios.

Organisations were varied in the trends and weightings of their responses with five central themes identified. While no great surprises, understanding the commonality in why people collaborate is key to bringing focus on the challenges that organisations face.

- **Diversity of perspectives**

Collaboration is a process to test and validate ideas, explore possibilities beyond individual imagination and, ultimately, bring ideas to life.

A problem can be approached with a wider and different lens, resulting in a more considered response and potentially higher value outputs.

- **Building trust**

Trust is at the foundation of relationships. In the context of business, building trust with colleagues and customers.

Sharing information and listening to others creates trust and forges strong bonds, allowing organisations to speed up change and transformation.

- **Risk mitigation**

Potential risks that may result from a singular author or 'blinkered view' can be mitigated by the inclusion of diverse and expert views of others when designing and executing work outcomes.

Collaboration enables a peer-review process, minimising the likelihood of the same mistake happening twice.

- **Community and shared purpose**

It is widely known, social connections and friendships that come from collaboration with colleagues enhance working lives and wellbeing.

Collaborating with colleagues brings energy and fun to work, motivating and inspiring teams to do great work together. Forging work-related connections binds people to an organisation and strengthens the shared purpose.

- **Learning and exchanging knowledge**

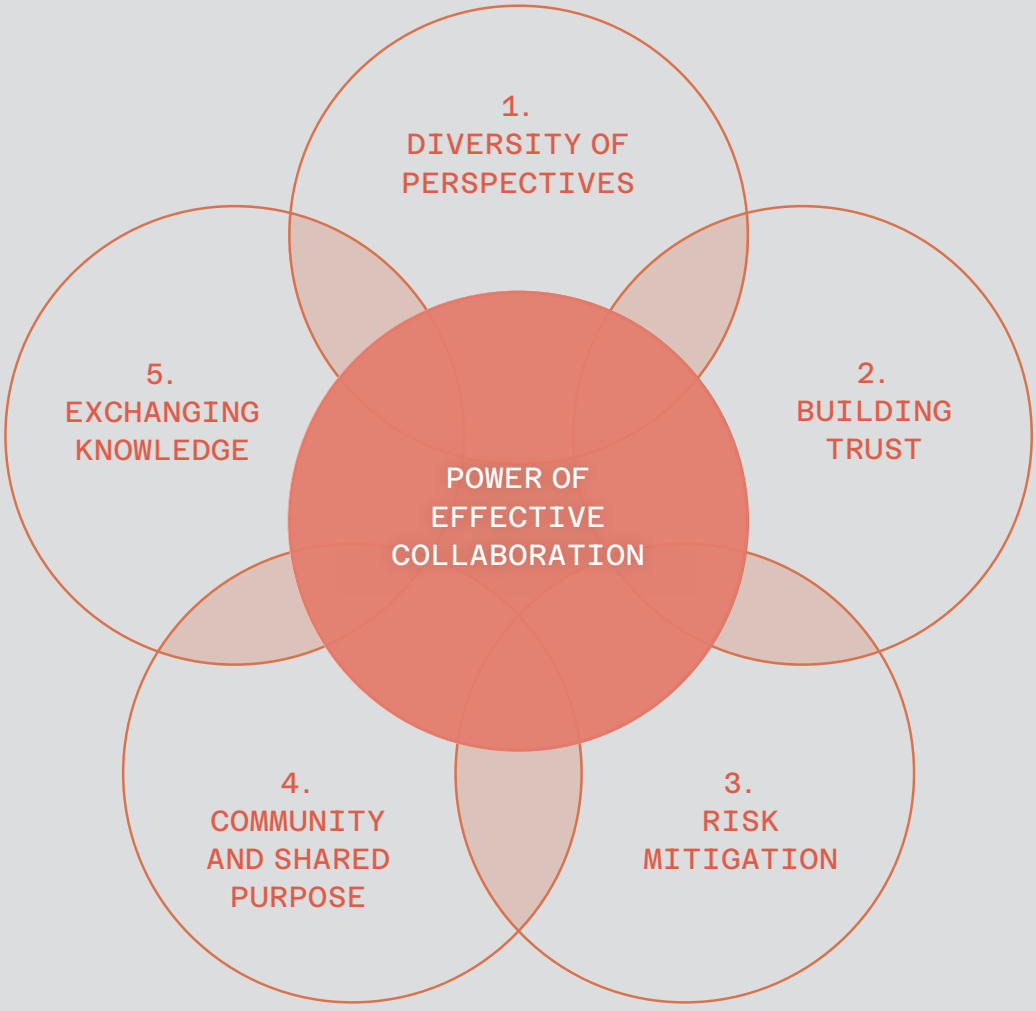
Learning and exchanging knowledge is a pivotal activity central to team effectiveness and individual growth. Learning from co-workers and sharing knowledge, can not only be enriching at a personal level, but also broadens the knowledge pool in an organisation.

Leveraging the knowledge of others can drive innovation and offer valued opportunities for learning and growth that help to attract and retain talent.

“THE BEST IDEAS ARE THOSE THAT WE DON’T KNOW ABOUT YET”

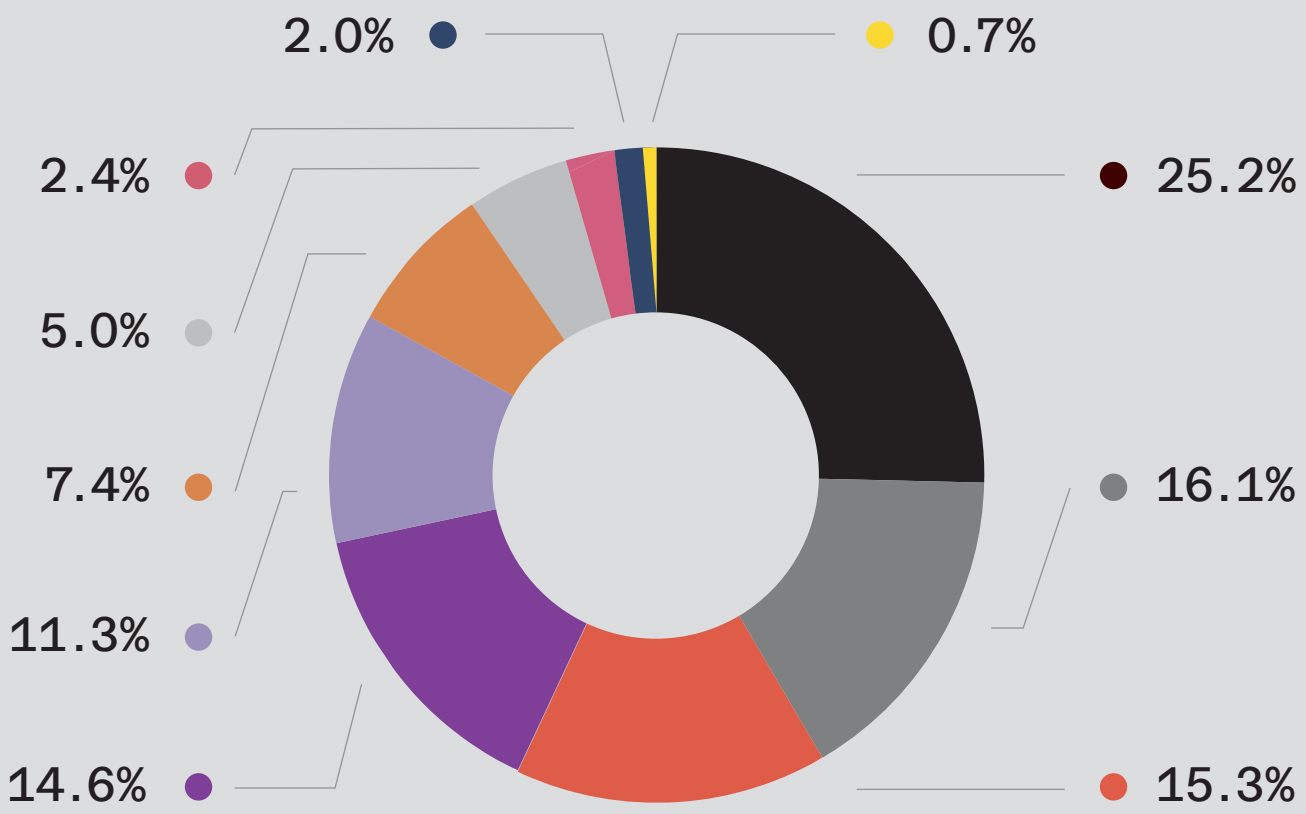
- Research Participant

The fundamental purpose of collaboration, distilled from the participant groups, fall into five central themes:



DESIRED OUTCOMES OF COLLABORATION

Percentage of participants that nominated each outcome as the most important:



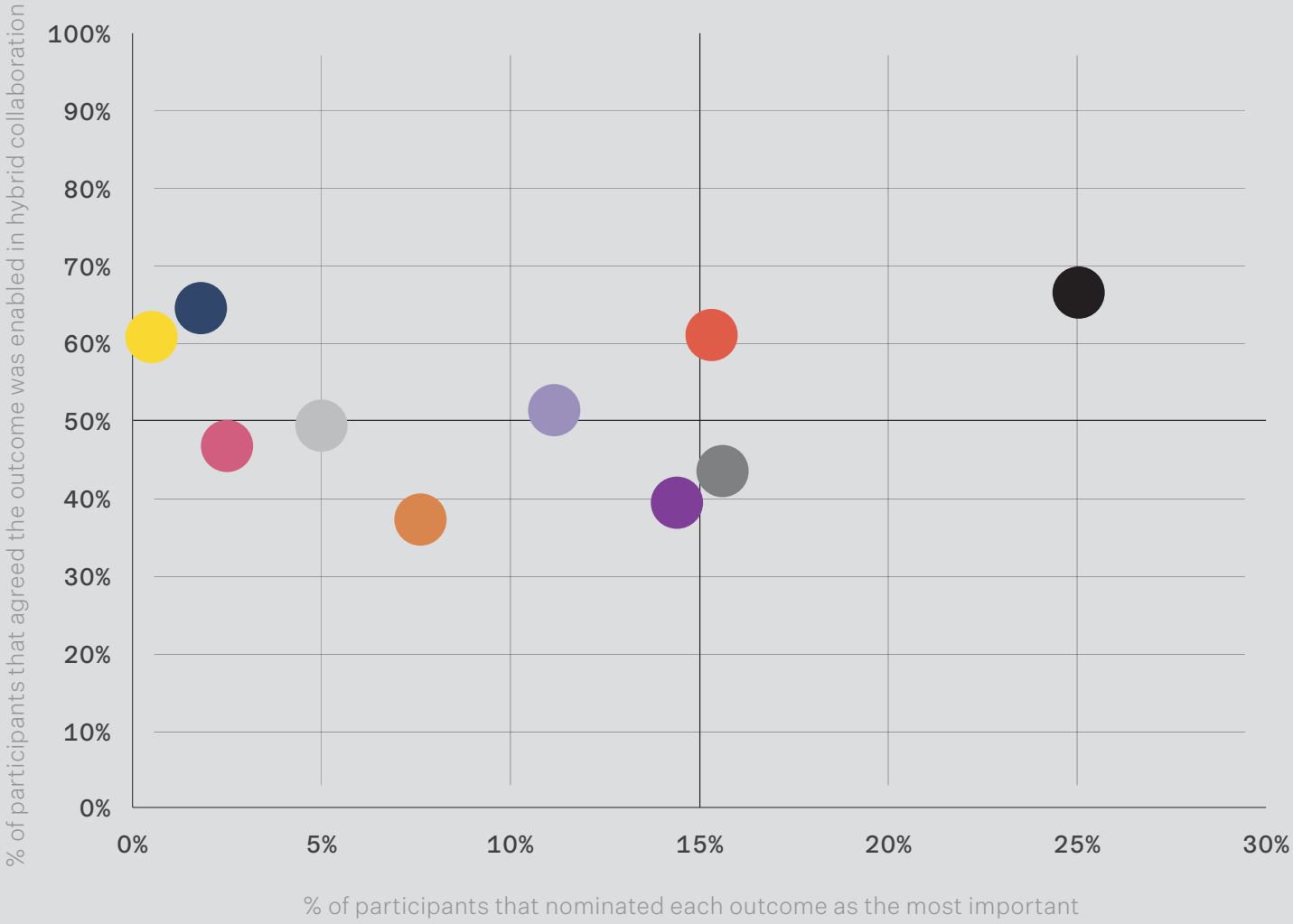
- GENERATING AND EXCHANGING IDEAS
- FEELING PART OF A COMMUNITY
- BUILDING ORGANISATIONAL CULTURE
- IMPROMPTU LEARNING
- MAKING DECISIONS
- STRATEGIC VISIONING
- UNEXPECTED OPPORTUNITIES
- WINNING WORK (FINANCIAL)
- PRESENTATION OF IDEAS
- FORMAL LEARNING

As part of the research process, participants nominated their top three outcomes of collaboration.

Interestingly, it was discovered that the most important outcomes of collaboration link to fundamental human behaviours and outcomes that are integral to our needs.

Simple exchanges that allow people to grow, develop and learn holistically.

The importance of each collaborative activity was rated against whether it was enabled by hybrid collaboration:



THE OUTCOMES OF COLLABORATION ARE ALL THINGS WE HAVE ACHIEVED LONG BEFORE WE HAD OFFICES.

There is now an imperative to find a way to achieve these outcomes when some employees will never set foot in an office. Challenges Explained:

CHALLENGES, AND BENEFITS OF HYBRID COLLABORATION

THE CHALLENGES:

- **Inequality of experience**

Inequality often causes unrest in society and in the workplace it is no different. Unequal (different) experiences can lead to compromised outcomes. At a basic level, experiences described by remote collaborators include inability to hear and see everyone in the room.

It is often hard viewing more than one piece of information while still seeing the people and activity in the room. This issue of sharing mixed media was limiting for many professions from designers through to legal professionals.

- **Current tech is limiting**

Current technology and collaborative spaces are not purposefully designed and generally not supportive for hybrid collaboration. The physical mechanics of audio and ability to see visual content is often lacking. The team and remote spaces are often not designed for hybrid engagement

- **Present - but not fully**

Our ability to read body language is compromised as a result of cameras and microphones not being in the correct location in the room. Feelings of exclusion are experienced by remote participants who often miss the side conversations. If remote collaborators are not engaged in the 'room' activity, distractions in the remote environment become a problem.

Gershman (2020) describes this lack of engagement as the 'Ringelmann Effect' whereby individuals place less responsibility on making the group meeting effective as they don't feel pivotal to the outcomes or success. Put simply, the less you are needed, the more distracted you will become which is magnified when you are not 'in the room'.

- **Lack of new skills for hybrid**

The formality requires more effort and planning to ensure ideas are captured and heard. New skills and mindsets are required to manage the technology and the interactions between all contributors which may need to be more formal as a result.

There was a genuine sense of fatigue described by participants, with layers of small and large annoyances contributing to an overall sense of complexity in hybrid collaboration. Despite these challenges, the majority of participants were optimistic.

THE OPPORTUNITIES:

Individually, many of these challenges are relatively simple and can be solved. Breaking what seems like a large complex challenge into bite sized pieces, allows each element to be examined for its impact on the wider experience.

There are many advantages to hybrid collaboration surpassing an 'in person' collaboration. Opportunities include:

- **Beyond geographic boundaries**

Effective hybrid collaboration enables the inclusion of collaborators beyond a physical space or settings (Hirsch 2021). Creating the opportunity for collaborators to attend in person and virtually can also reduce barriers such as travel or health restrictions (Ellis 2021).

- **Inclusion of expert minds from afield**

Varied and expert views are more accessible than ever (Ellis 2021). In the past, if resources were available, some experts would travel to a conference or an important meeting to present to a limited audience.

Now, it's not only acceptable, it is encouraged to virtually include subject matter experts from any location to be part of local events.

- **Attract and retain talent**

There are less barriers and more opportunities for organisations to attract the best talent and for remote contributors to be included. As remote working is now an 'accepted' way of working, those with expert knowledge or experience don't necessarily need to work and live where the office is located.

These contributors can super charge an organisation and ultimately improve outcomes for their customers.

EFFECTIVE HYBRID COLLABORATION SOLUTIONS



Enabling and optimising hybrid collaboration involves many moving parts that need a holistic approach and thoughtful orchestration for maximum impact.

Many research participants described how some of their collaboration tools work in isolation but are reduced in effectiveness when other parts of collaborative ecosystem are less supported. The most commonly described example is of organisations hardware tech that is reasonably supported but no one knows how to dial in remote participants or get the sound working! With some fine tuning of the various working parts, hybrid collaboration can become an effective and enjoyable experience and ultimately improve business outcomes and binding connections.

We propose three components to the hybrid toolkit that can make the most meaningful difference to your hybrid experience.

A. The Hybrid Etiquette

Guiding and mentoring collaborators to adopt new behaviors or etiquette can be the hardest part of the equation but is often the most effective. The success of hybrid collaboration can come down to forward planning and good manners (Ellis 2021).

Frish (2021) suggests reviewing each activity planned for the collaboration and see how the remote collaborators will engage. Using survey tools or polls from mobile devices allows for everyone's input in real time. The Hybrid Etiquette guide is the ready reckoner of successful hybrid collaboration. Drawing attention to these subtle tweaks required in behaviour, and encouraging that little bit of extra effort, can create exponentially better experiences for all (Ellis 2021).

B. The Hybrid Environment

Supportive settings can make or break the hybrid experience as they impact every part of a collaborative activity including, sharing information, ability to read non-verbal cues, sightlines to others, clarity of communication and participant comfort. Many participants saw value in the inclusive nature of AR and virtual tech in the future, yet for many organisations that is a distant reality.

Both hardware/software tech solutions are becoming accessible to improve the hybrid experience, yet how they are integrated into physical environments often lacks thought for the inclusivity of all participants. We offer simple tips to getting your tools and tech right, working within the parameters of what we can achieve today, with a vision for where we can be in the future.

C. The Hybrid Culture

No matter what the future brings, developing a flexible working culture now will help organisations respond. A supportive and progressive workplace culture encourages open mindsets and allows people to test different ways of working without the fear of failure.

As part of the collective, individuals also need to play their part in role modeling best practice, to create better hybrid experiences for all.

More detail on each component is provided on the following pages.

THE HYBRID ETIQUETTE

As the saying goes ‘good manners are just a way of showing other people that we have respect for them’ and they are critical to successful hybrid collaboration. The simple actions and behaviors detailed on the adjacent page provide an effective way to improve the hybrid collaboration experience.



- **Nominate a facilitator**

This is key to ensuring hybrid sessions are inclusive and lead to the desired outcomes.

- **Plan for hybrid**

Know where the collaborators will be and the capability they have to ensure you have the right tools and platforms to deliver successful outcomes.

- **Be ready to adapt**

With all the best intentions, plans can change. Don't fall into the excuse of 'this would have been better face to face'.

- **Define your expectations**

For example, all cameras on, or not, using the chat function, is this a formal or informal collaboration?

- **Be inclusive**

It's just good manners to include everyone and will also ensure remote collaborators are engaged in the interaction. Remote collaborators need to play their part by actively participating.

- **Be engaged**

If you have been invited to collaborate, it is likely your input is valued and your full participation is needed. Limit the distractions and demonstrate engagement.

- **Take personal responsibility**

Ensure, wherever you are that your tools and environment enable you to fully participate in the type of collaboration you are engaging in. For example, is your screen large enough? Can you hear adequately? Can participants hear you? Are you distracting others?

- **Capture the side conversations**

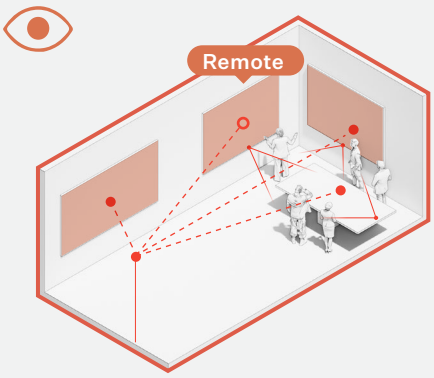
The informal chat can be difficult to transcend the physical and virtual realms, and yet it often leads to the most innovative outcomes or ideas. Be aware of the many modes you have in the hybrid room and how you can communicate to get the best out of everyone. And, if genius strikes in a side conversation, record it in a hybrid environment (i.e. the chat).

- **Tailored training**

Digital literacy goes hand in hand with successful hybrid collaboration. Upskilling people to use digital collaborative tools is essential. Programmes such as Loom can help create short instructional videos to assist in learning new technology and processes.

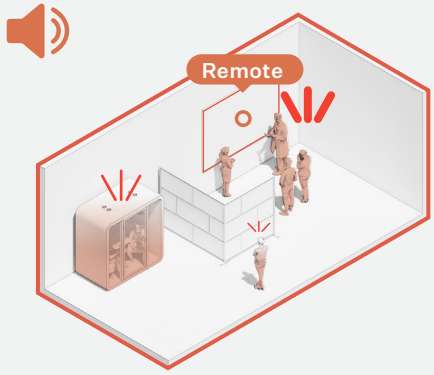
THE HYBRID ENVIRONMENT
QUALITY

The quality of the environment can make a big difference to the individual and shared experience. Hybrid collaboration needs a considered space and purposeful technology to be successful. Key considerations include:



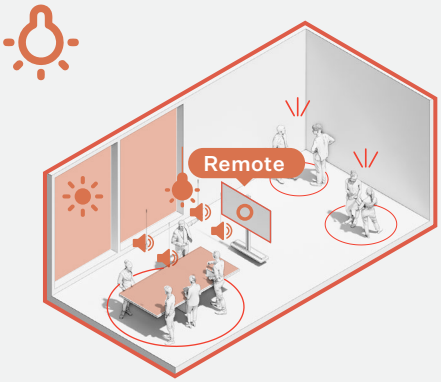
- **Optimise accessibility of content**

Adjust furniture and screen locations to optimise sight lines to all content and collaborators. Consider more than one camera and new technology to capture all collaborators and content on table tops or whiteboards, providing visual access to content for all. For example: *Logitech Scribe, Whiteboard Owl and Huddly Canvas* are worth considering as part of your technology solutions.



- **Acoustics matter**

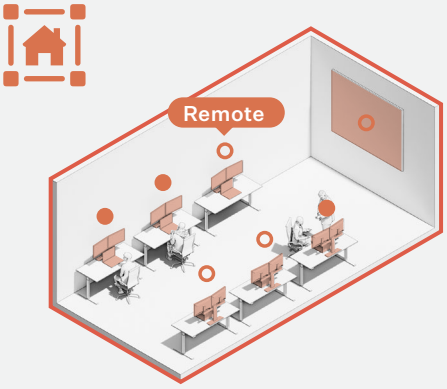
Acoustics matter more than ever as workplaces have moved to more open and increasingly hybrid environments. Acoustically separate spaces improve the quality of experience for both in person and remote collaborators, minimising background noise and distractions.



- **Make it clear, audible and well lit**

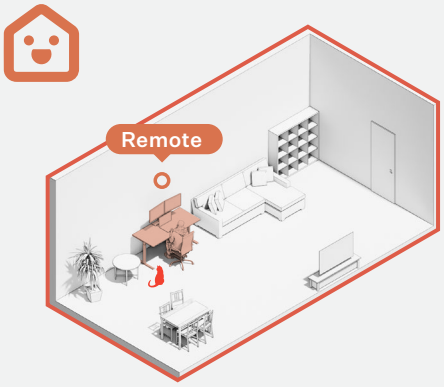
The ability to read body language can be critical to the success of collaboration. Light spaces support visibility. Careful location of microphones and speakers enable the ability to communicate clearly and are more important than ever before. In short, get the workplace design basics right.

Over the following pages we detail four lenses to consider the workplace environment, and expert workplace and IT services support can help you curate the right solution for you.



- **Digital real-estate**

Ensure you have enough digital screens (one is not usually enough) to share all digital and analogue content and allow everyone to see the remote collaborators. Digital whiteboards with interactive display that also support digital collaboration frameworks such as *Miro* and *Mural* can allow markups and notes for all distributed participants.

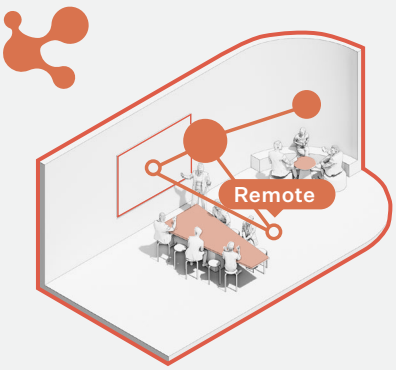


- **Get it right at home**

The remote set up can have big impact on the quality of collaboration. Organisations could consider if investment in remote/home ergonomics and tech will add value to your organisation. Remote collaborators can consider all of the above to ascertain if their environment is conducive to good collaboration.

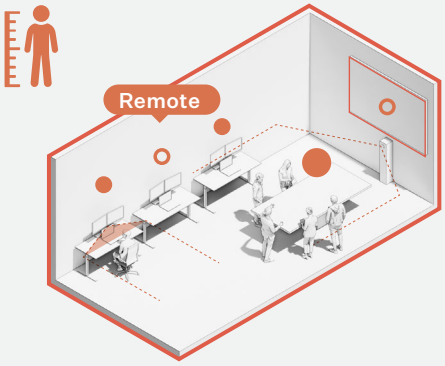
THE HYBRID ENVIRONMENT
EQUITY

The challenge with hybrid is not to create the same environment for all, but rather to create equity of experience. If remote collaborators are visually more equal with their 'in room' colleagues, the likelihood of inclusion and participation increases.



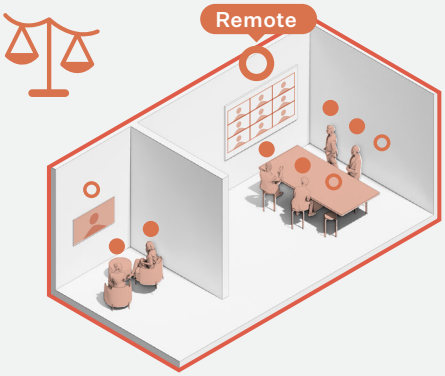
- **Shape of room**

Traditional rectangular rooms with a screen at one end are really only effective for in person collaborations. Once digital content and remote collaborators are introduced, the shape of the room and table needs a re-think. For example, a square or semi-circular format allows for greater visibility of all in the room and online.



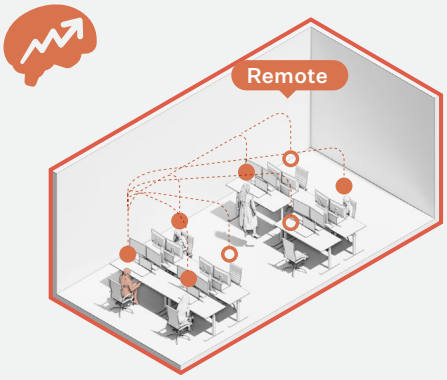
- **Be at eye height**

Setting the screen and camera heights to be eye height brings remote collaborators into the physical space on an equal setting. Include cameras in the room set at optimal angles and at a height where participants' facial expressions can be captured. For larger spaces with separated room participants, PTZ, pan-tilt-zoom or digital tracking cameras are most effective.



- **Be at visually equal scales**

For remote participants, knowing you are visually larger than others, while not being able to clearly see those in the room can impact confidence and sense of equity when collaborating. Size screens and spaces to suit the scale of collaboration, consider multiple cameras, to put all participants on an equal platform.



- **Inclusive software**

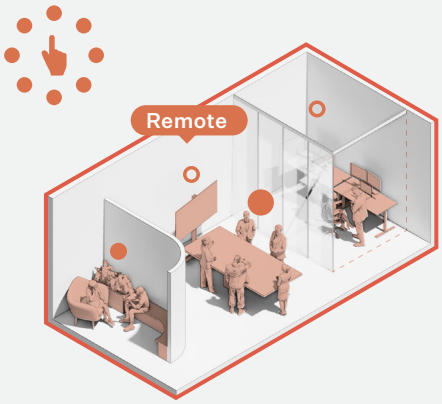
Tech such as *HBX Live* can promote participant equity and access to the presenter. It is a virtual space designed to reproduce the intimacy and synchronous environment of a classroom made possible with a collection of specialty microphones and cameras.

“REMOTE PEOPLE SOMETIMES FEEL LIKE THOSE CC’D ON AN EMAIL”

- Research Participant

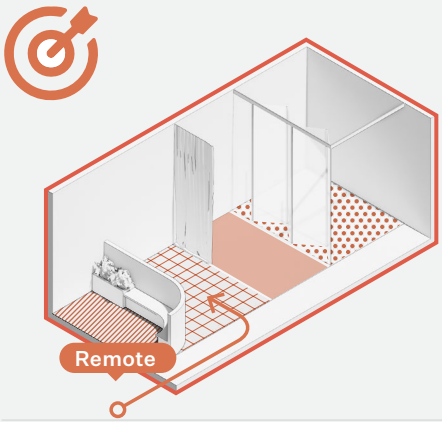
THE HYBRID ENVIRONMENT
VARIETY

One of the biggest challenges with hybrid collaboration is the lack of variety in settings available, to suit the nuanced collaboration required.



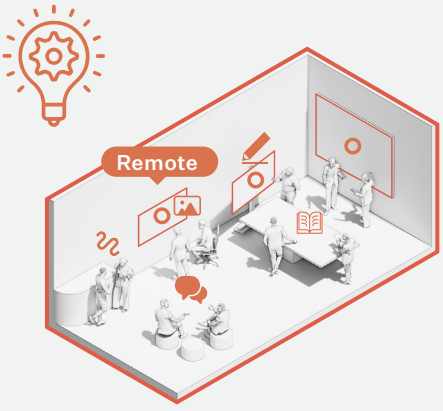
- **Create a spectrum of spaces**

All is not equal in hybrid, so creating a spectrum of spaces that cater for all sizes, ad hoc, planned and formal or informal collaborations can ensure the space supports the type of collaboration needed.



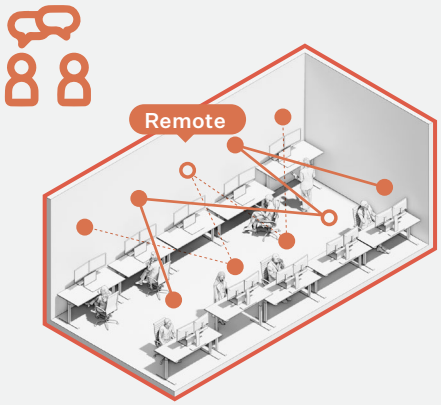
- **Define the desired experience**

Create varied environments that define the desired experience, whether they be playful or serious, vibrant or subdued. Use sensory cues such as colour, texture, music and lighting to set the tone. Importantly ensure the quality of environment considerations are implemented to enable remote collaborators to be drawn into the desired experience.



- **Stimulate creativity**

Limiting ourselves to collaborating at the desk or in formal meeting rooms modes can stifle creativity and the quality of outcomes. Provide varied ergonomic settings to allow people to stand, be relaxed or move about. Integrate collaboration platforms such as *Miro* and *Mural* to enable ideation and brainstorming activities for creativity to flourish in distributed teams. Leverage sensory experiences such as learning through touch i.e. *Microsoft Surface.*



- **Support impromptu**

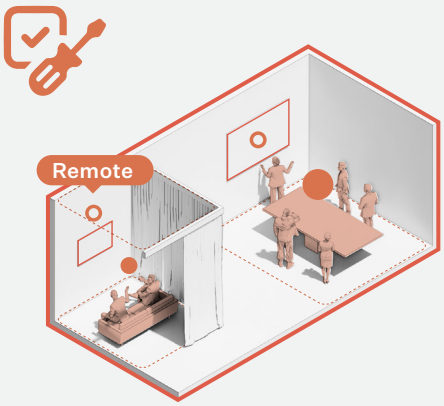
Less formal collaborations, impromptu chats and learning can be supported by exploring technologies such as *Hallway* which can be added to existing platforms such as *Teams* or *Slack* to enable a more natural interaction. Explore shared virtual conference rooms such as Teams ‘together mode’. Think about team spaces where remote collaborators can be virtually at the table.

“CAN WE FIND A WAY TO HAVE HALLWAY CHATS?”

- Research Participant

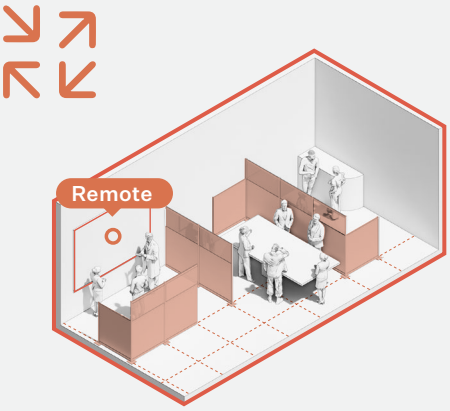
THE HYBRID ENVIRONMENT
FLEXIBILITY

Current hybrid solutions are by no means perfect and are fast evolving. Organisations need to stay agile, work with what they have and keep looking for new and better solutions.



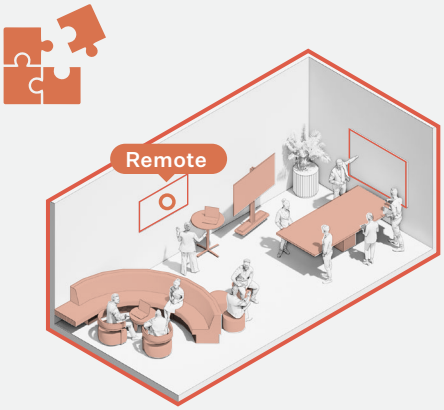
- **Work with what you have**

The great thing about meeting rooms is they are generally acoustically treated and, while the walls might be fixed, the furniture isn't. Consider switching out the traditional tables for something more dynamic and inclusive. For example, try a sofa facing the screen for more intimate collaborations. Bring in a high table and set the screen at eye level for standing ad hoc sessions.



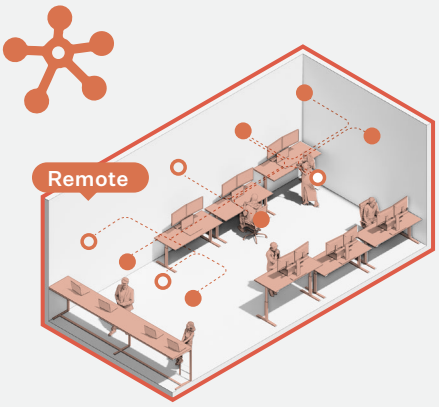
- **There is no 'front of room'**

Mobile vertical screens provide the flexibility to allow for different room layouts and different types of collaborative work. Consider consumer grade and easy to set up tech such as the *Neat platform* or *Cisco DeskPro series.*



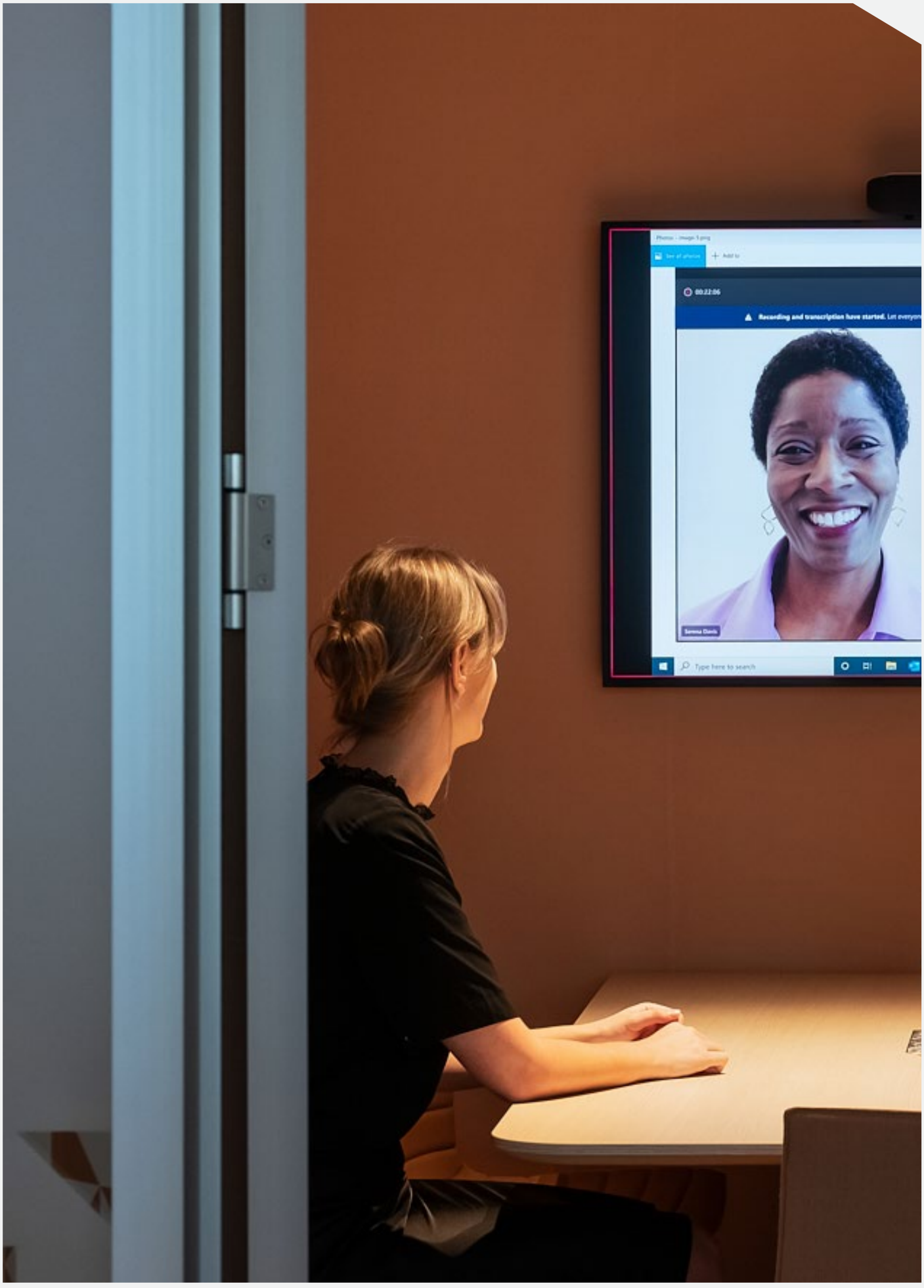
- **Introduce modular**

Modular furniture provides more flexibility on where and how the space can be set up. As hybrid becomes mainstream, investing in flexible furniture solutions will help future proof environments. Interactive displays mounted on mobile trolleys also allow for greater flexibility and versatility depending on required function. Smartboards which are all-in-one VC and interactive (through physical touch of in-room participants) such as *Microsoft Surface Hubs, Cisco WebEx boards, Vibe Smartboards, Google Jamboard* or *Samsung Flip 2* are worth consideration.



- **Seamless connectivity**

Workplace experience apps can help employees plan their collaborative activities. Knowing where your colleagues will be provides the freedom to choose the right environment, whether remote or in person. Plug and play collaboration spaces in the office are essential to ensure remote collaborators are seamlessly brought into a meeting.


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THE HYBRID CULTURE

Organisational culture is the pivotal factor that ultimately determines how change is approached and managed.

Those that embrace imperfect solutions now will have a competitive edge when the tech tools align with our needs.

A participating organisation in the study is an excellent example of this early adopter advantage. An insurance company had equipped their people with the right skills and tools to seamlessly work together across geographic boundaries. The organisation is now more resilient to change and nimble to adopt new technology.

Industry research (Hirsch 2021) illustrates the concern by those in leadership that company culture can be weakened if employees are not located physically together. Our research confirms the need to solve this issue as 'feeling part of a community' was ranked as the second most important outcome of collaboration and only 43% believes it is enabled by hybrid collaboration.

Scott Schieman, Chair of Sociology at the University of Toronto (Hirsch 2021) believes that screen based human interactions can significantly contribute to potential misunderstandings that erode trust.

A supportive and open culture provides a safe place for individuals to try different communication methods and openly acknowledge they need help to learn new skills. In addition, culture that recognises and embraces individual needs and motivations will attract and nuture the best talent.

Conversely, this research found that low digital literacy and fixed mindsets were impacting adoption of technology to support hybrid collaboration. The natural pull to return to what is known and comfortable prevailed, limiting the progression of the organisation to thrive with a distributed workforce.

Designing an ecosystem effectively combines the physical and virtual spaces allowing expert talent and different minds to be boundless.

Knowing the solutions to optimising hybrid collaboration lies in an integrated and holistic approach, organisations need to be open and not siloed when tackling the issues that are limiting their success and ability to adapt to rapid change.

Research findings illustrated that organisations that embraced hybrid working as part of their culture are now more resilent to change, nimble to adopt new technology, and fundamentially better at hybrid collaboration.

CONCLUSION

We can confirm the value of collaboration is widely recognised as an important activity to drive work forward.

While exchanging information is a basic function of daily business, feeling part of a community, learning from each other and strengthening company culture can be harder to effectively orchestrate.

This study has revealed that many collaborators are having a second rate experience when it comes to hybrid activities from impromptu learning to formal meetings. Impacting factors range from not yet knowing ‘the rules of engagement’ through to technology that hasn’t quite caught up with how we work.

It is important to recognise that technology solutions haven’t kept pace with the demands of hybrid working. While we wait for the technology to become more readily available, we can still create successful solutions with a holistic approach. Solutions on how each element can be improved have been presented, however, without an integrated approach the hybrid collaboration ‘ecosystem’ will remain clumsy.

With investment in optimising behaviours, space and culture, the experience can be improved so organisations can benefit fully from the power of effective hybrid collaboration. Hybrid working and distributed teams are now standard practice for many organisations.

HYBRID COLLABORATION CAN IMPROVE ORGANISATIONAL PERFORMANCE BY LEVERAGING THE POWER OF THE BROADER ECOSYSTEM THINKING.

To discuss this research or to help make hybrid collaboration more successful within your organisation please contact:

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