

# How to Prepare for the Hybrid Workplace

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## **Our Speakers**







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# How do you define the hybrid workplace? Is it a place or an operating model?

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## Activities with the highest potential for remote work include evaluating information and interacting with computers Potential share of time spent working remotely for select activity categories in the United States, %

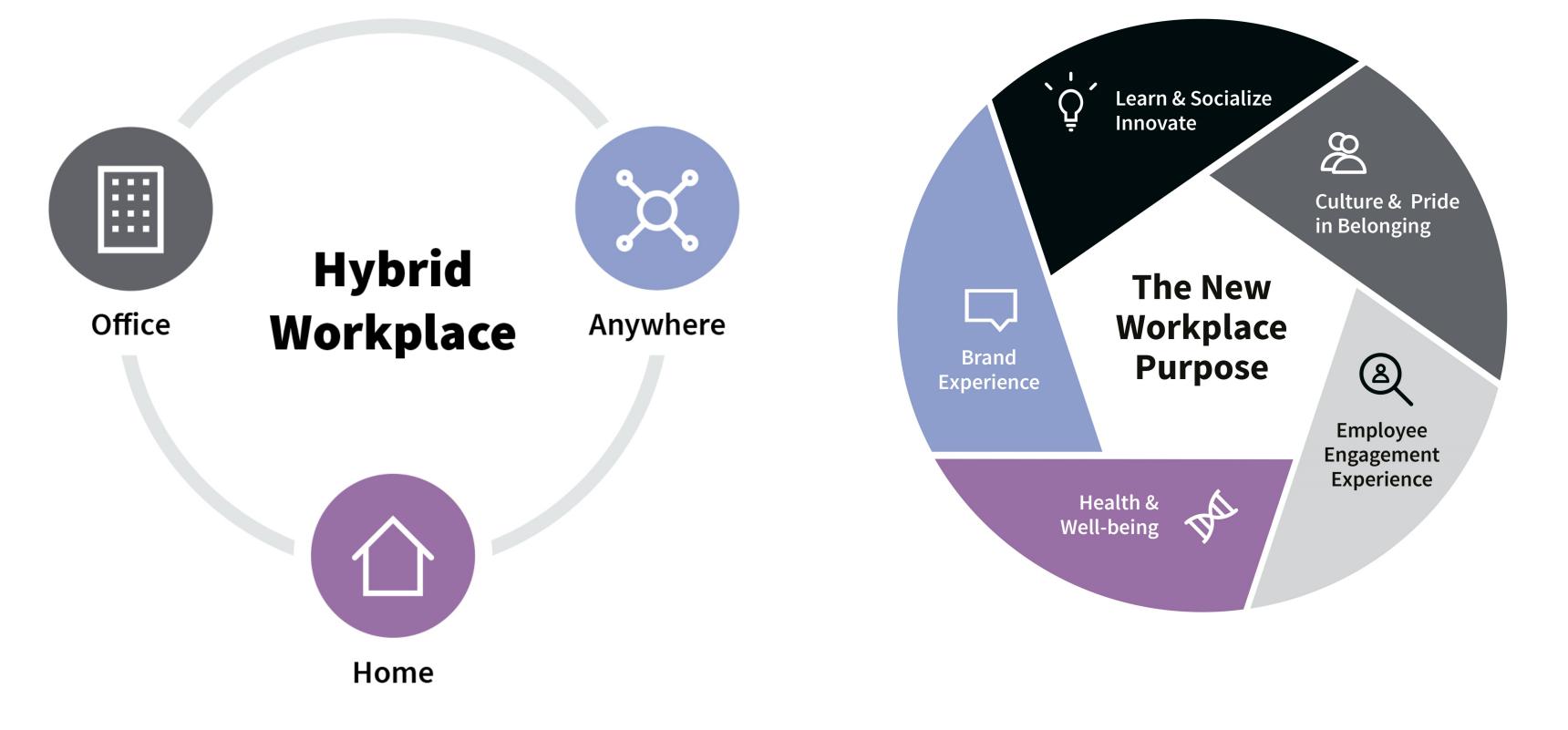
Effective potential (no productivity loss) Potential share of time spent working remotely for select activity categories in Exam the US, %, 2018 workforce **Example activity type** be do Attend 91 Updating knowledge and learning 82 Create 75 Interacting with computers 70 backu Desigr 68 Thinking creatively 43 publica Processing, analyzing and Analyz 61 54 interpreting information Answe Communicating and establishing 57 29 interpersonal relationships calls o Training, teaching, coaching, Instruc 47 6 and developing others humar Monitoring processes, surroundings, Monito 46 34 or use of resources trends Marke 41 Selling or influencing others 24 events Inspecting and operating equipment, Test so 2 materials, and machinery Controlling and repairing machines n/a 0 and mechanical equipment

Note: The theoretical maximum includes all activities not requiring physical presence on-site; the effective potential includes only those activities that can be do remotely without losing effectiveness. Model based on mode than 2,000 activities across more than 800 occupations.

Source: McKinsey Global Institute analysis

nple tasks that can one remotely	Example tasks that cannot be done remotely
d online seminar	Attend surgical skills course
e electronic data Ip	Set up computer hardware
n layouts for print ations	Create physical prototypes
ze industry trends	Analyze crime scene evidence
er telephones to direct or provide information	Represent the interests of clients in legal proceedings
ct college students in nities disciplines	Train food preparation or food service personnel
or market conditions or	Patrol properties to maintain safety
et products, services, or s	Distribute samples to customers
oftware performance	Inspect cargo to identify potential hazards
done	Operate heavy-duty construction equipment

## The future of work is hybrid





# Does hybrid working look differently depending on the organization?



## The hybrid continuum

#### **OFFICE-CENTRIC**

"Our workplace will stay workplace" centric'



#### THE HYBRID WORKPLACE CONTINUUM

"We expect a mix of office and some remote work"

"We expect a mix of remote



**JPMorgan CEO** Jamie Dimon

"I don't know the future better than anyone else. I think going back to work is a good thing. I think there are negatives to working from home...We've seen productivity drop in certain jobs. So we want to get back to work in a safe way."



"The office will remain our primary work location longer-term.... Employees will have increased flexibility to work remotely parttime, but full-time remote work will be done very selectively and with approval"

### **Apple CEO** Tim Cook

"In all candor, it's not like being together physically. And so I can't wait for everybody to be able to come back into the office. I don't believe that we'll return to the way we were because we've found that there are some things that actually work really well virtually."

and some office work"



**Microsoft CPO** Kathleen Hogan

"Moving forward, it is our goal to offer as much flexibility as possible to support individual workstyles, while balancing business needs and ensuring we live our culture. ....we recognize there is no onesize-fits-all solution given the variety of roles, work requirements and business needs we have at Microsoft. "

Zillow CEO

(Work from Home) have been

work ... and home."

**Rich Barton** 



### **Netflix CEO** Reed Hastings

"I don't see any positives. Not being able to get together in person, particularly internationally, is a pure negative."



"Our firm has always had a teamoriented apprenticeship culture, and we benefit from being and working together,"



**Marriott Intl CEO** Arne Sorenson

"Wont go back to 100% in the office all the time...Remote work clearly works for many things... being together delivers value in productivity and creativity and relationships that is irreplaceable."



#### Waste Management CEO Jim Fish

"Most of us are not hermits...We need that social interaction, not only from a business standpoint but truly from a kind of personal-development standpoint."



#### **Berkshire Hathaway CEO** Warren Buffet

"The supply and demand for office space may change significantly. A lot of people have learned that they can work at home, or that there's other ways of conducting business than they might have thought from what they were doing a couple of years ago. When change happens, you adjust to it."

#### Sources: Public Domain as of January 15th, 2021

*"We will continue flexible work"* but not be 100% digital"

**REMOTE/VIRTUAL** "Options for being fully remote will continue"



**Google CEO** Sundar Pichai

"We are testing the idea of a 'flexible workweek' once it is safe to return to the office. Under the pilot plan, employees would be expected to work at least three days a week in the office for 'collaboration days'..."



**Nationwide CEO** Kirt Walker

"We hire for attitude. We have built a culture where we can trust associates. And they are using the same technology now that they had in the office. We rely on 10 key performance indicators, and employees can monitor their own work day-to-day, and so can their supervisors."

**Rite-Aid CEO** Heyward Donigan

"My personal opinions about WFH turned upside down over the past two months. I expect this will have a lasting influence on the future of

"We have adapted to work-fromhome unbelievably well...We've learned that we can work remote, and we can now hire and manage a company remotely."



**Twitter CEO** Jack Dorsey

"I don't fear any slowness as we work to distribute our workforce now...As we look forward, we're reaching a talent pool that expects a lot more remote work"



**Morgan Stanley CEO** James Gorman

"Clearly, we've figured out how to operate with much less real estate. Can I see a future where part of every week, certainly part of every month, for a lot of our employees will be at home? Absolutely."



## The finance, management, professional services, and information sectors have the highest potential for remote work Potential share of time spent working remotely by sector in the United States, %

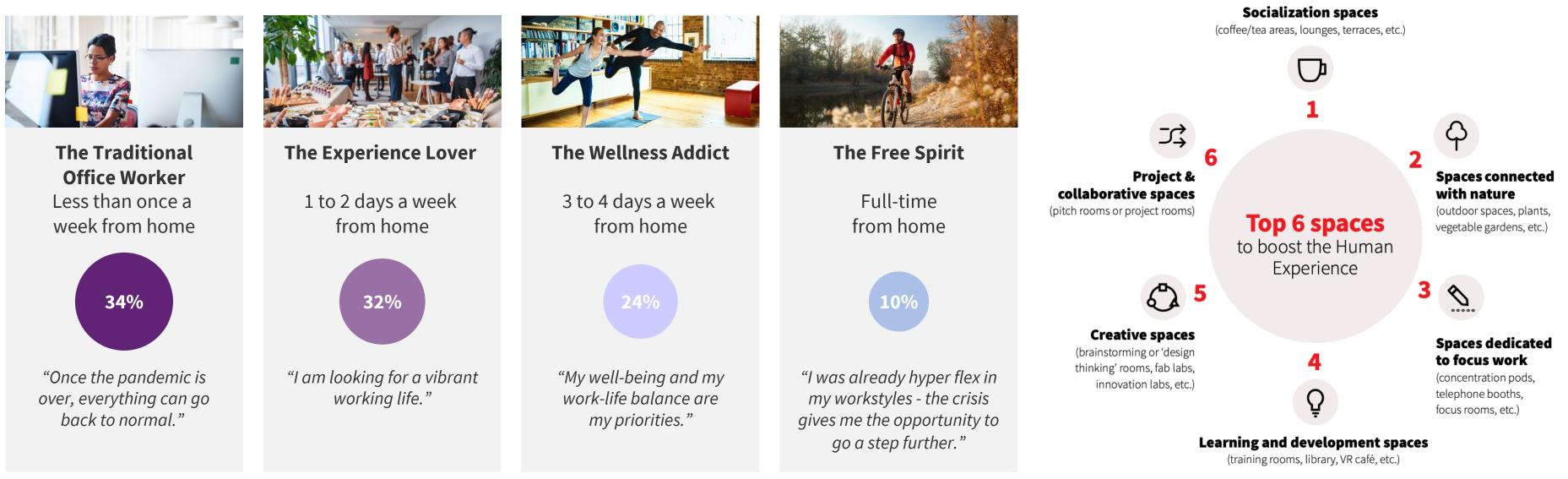
Effective potential (no productivity loss)

	L		
Finance and insurance			76
Management			68
Professional, scientific and technical services		62	2
IT and telecommunications		58	
Education	33		
Wholesale trade		41	
Real estate	32		
Government and administrative support	31		4
Utilities	31		37
Arts, entertainment, and recreation	19		32
Health Care and Social Assistance	20	29	
Retail trade	18	28	
Mining	19	25	
Manufacturing	19	23	
Transportation and warehousing	18	22	
Construction	15	20	
Accommodation and food services	8 9		
Agriculture	7 8		
Total	29		39

Note: The theoretical maximum includes all activities not requiring physical presence on-site; the effective potential includes only those activities that can be done remotely without losing effectiveness. Model based on mode than 2,000 activities across more than 800 occupations.

				86
			78	
			75	
		69		
		69		
	52			
44				
42				

# In this new world of work, four profiles are emerging



Q. What kind of spaces would significantly boost your experience in the office? Sample : All respondents n= 2000



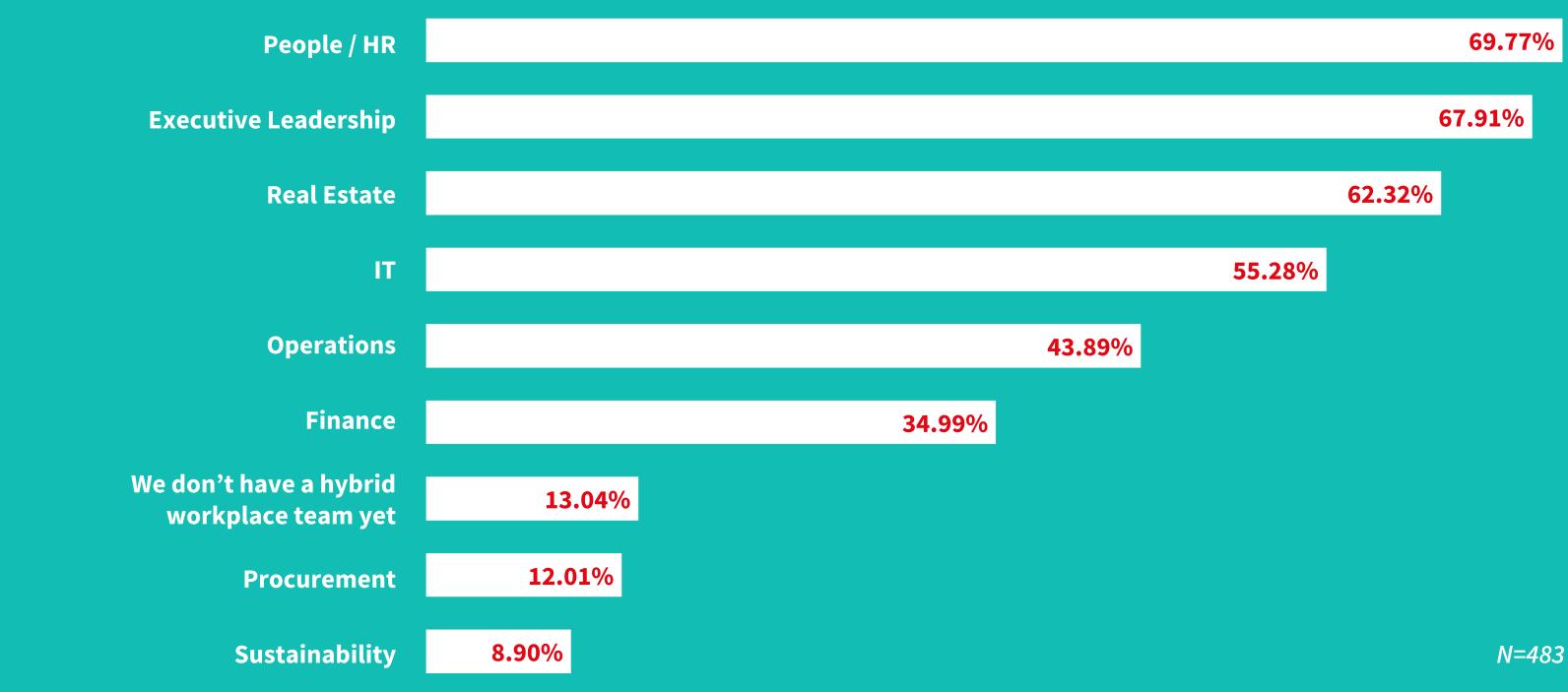
# How will relationships and interactions among leaders and teams change as hybrid models become the new norm?



# Transitioning to a hybrid model is a company-wide initiative. Who needs to lead the team and who needs to be a part of it?



## **Poll Question:** What groups are represented on your hybrid workplace team?



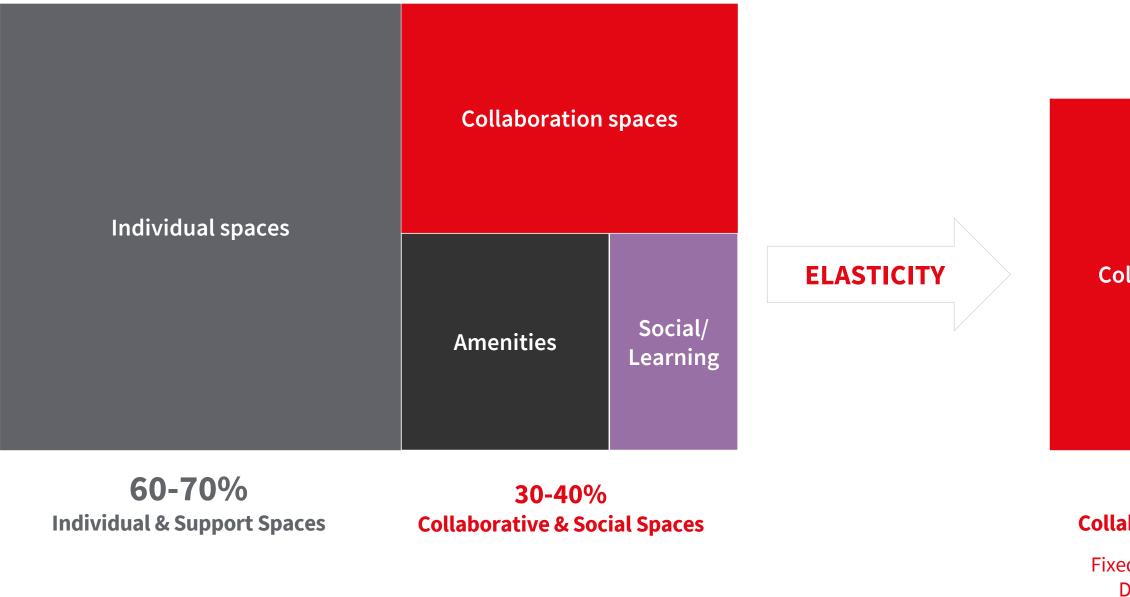


# Where do you see the greatest near-term opportunity for CRE technology innovation as organizations transition to a hybrid model?



## The Change Forecast for the Workplace of the Future is profound and transformational

### **Historical Office / Workplace Allocation**



### **Future Office / Workplace Allocation**

ollaboration spaces	oaces Amenities	Individual spaces
		Social/ Learning

### 50-70% **Collaborative & Social Spaces**

#### Fixed Day, Gravity Day, Team Day, Community Days, Learning Days, Well-being Days

#### 30-50% Individual & Support Spaces

Wellness Program, Brand Awareness Initiatives, Community Building, New Technology Ecosystem, Knowledge Sharing & Learning Action Plan



# **Poll Question:** Prioritize the solutions & technologies you need to support re-entry and hybrid working.



### **#4**

**Dynamic Space Planning & Design** 

> (Cloud Configuration, Virtual Test Fits, Phone Booths)

### **#8**

**Predictive & Real-Time** Utilization

(Sensors)



# What criteria should companies use to measure success? How can technology and data assist?

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# Is hybrid working a short-term trend or will it be applicable for the next five+ years?

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# Thank You!

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