

# Workflex in Storebrand – a short story from past to the future

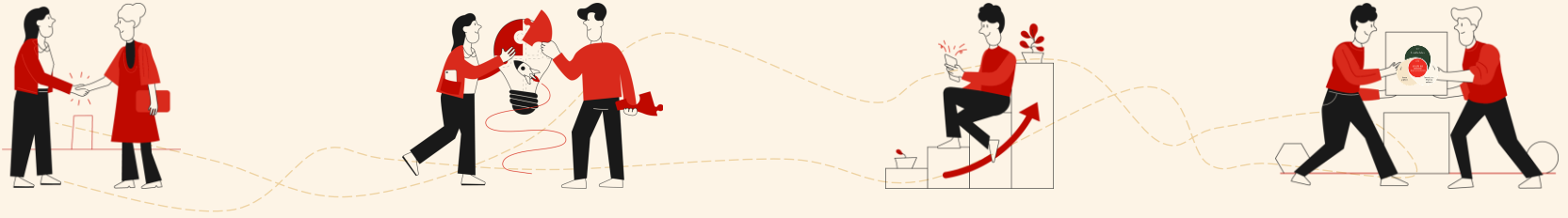
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People Experience

The key to unlock our group strategy is, and has always been, our people.

**That is why we say People First.**



# People First



## Attract

- Drive to create a brighter future
- Diverse, inclusive and generous
- Ability to **convert competency into value creation**

## Lead

- As a dedicated guide, no matter role
- With clear direction and an inherent optimistic belief in the future
- **Through trust** and growth focus

## Learn

- Part of our DNA
- **Being curious**, agile and digital
- To simplify, to impact and to keep increasing our value

## Collaborate

- Sharing as key currency
- Through involving, transparency and partnership
- To be close to our customers

# How we work and develop the organization

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## Collaboration and relations

over coordination, orders and solo race

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## Strength-based learning culture

over course catalogue and grades

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## Customer value

over internal focus

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## Create and respond to change

over solely following a plan

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## Dilemmas

over rules

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## Value of diversity

over groupthink

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Our Driving Force



over core values

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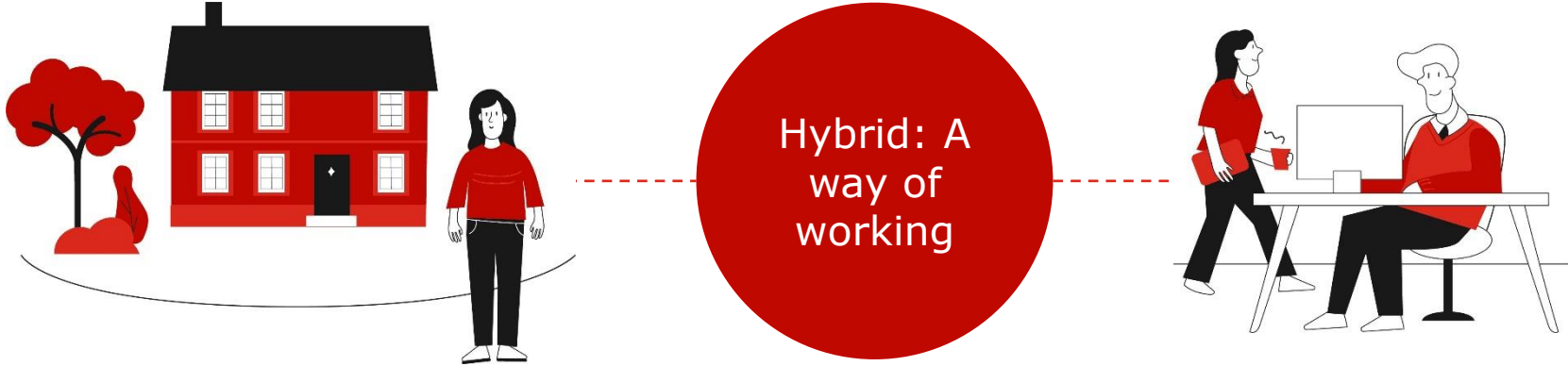
over groupthink

Our Driving Force



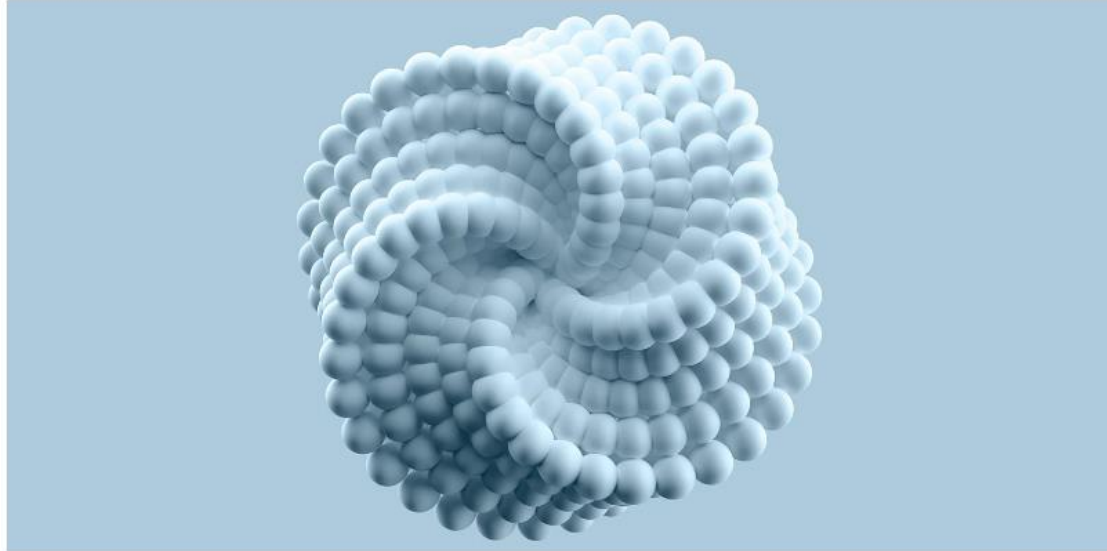
over core values

# Future Storebrand: Dilemmas, not rules



# It's not about the office, it's about belonging

To retain employees, organizations need to evolve their approach to building community, cohesion, and a sense of belonging at work.





”

80% support the  
Future Storebrand  
strategy

Survey December/January 2021/22





”

90% of those that have discussed the dilemma more than once feel they can influence how and where they work

Survey December/January 2021/22

# Symbolic, but with a purpose



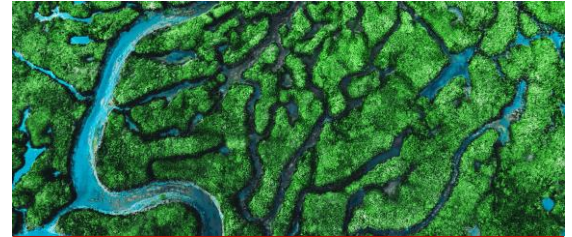
## Storebrand Tuesday

- Learn the joy of meeting people again
- Bringing buzz into the business (and the office)



## Happy Friday

- Not to get more people into the Friday office, but to make the Friday office a nice place to be



## The Monday

- Panta rhei...
- Monday is also a day!

Example: An idea for hybrid practice, but the job is not done yet

Bullet point meetings



VS

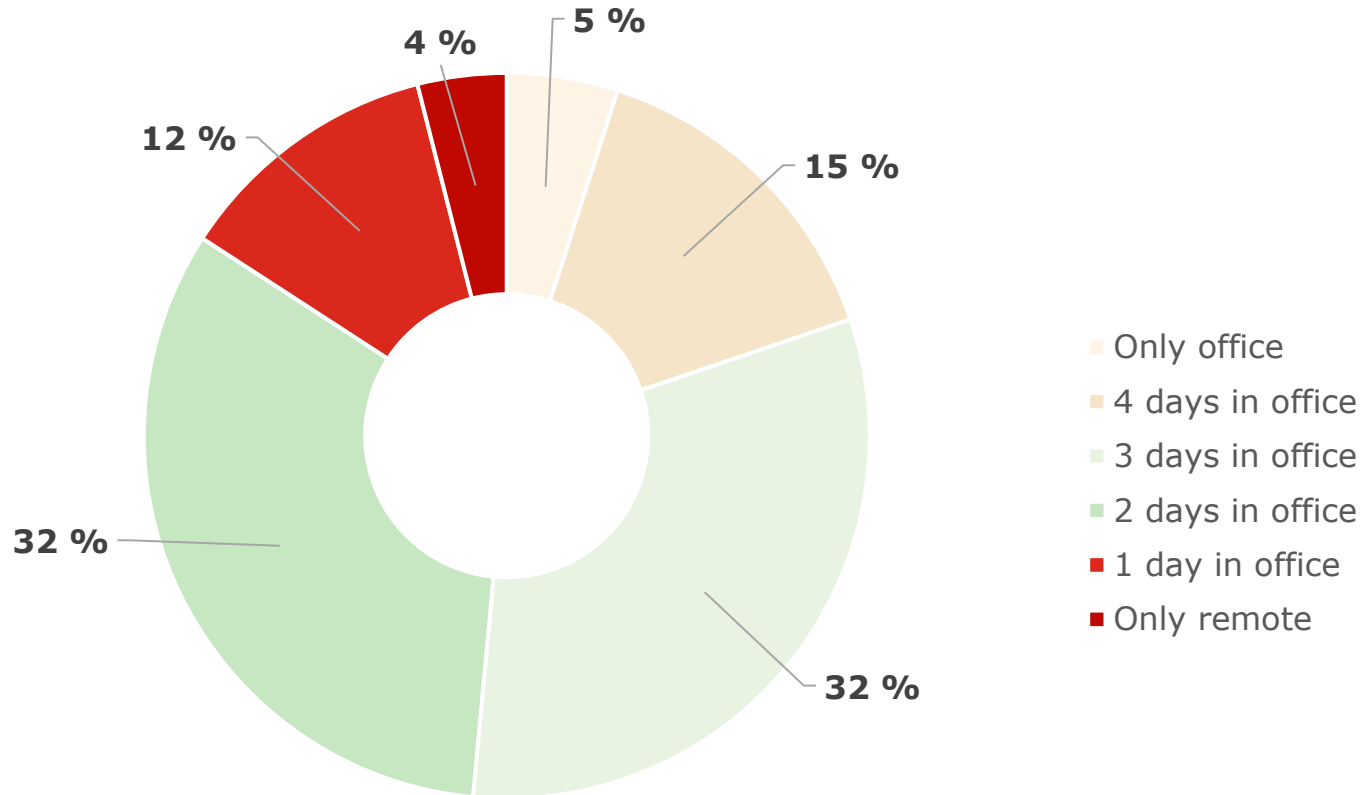
Camp fire meeting



# Magic does not happen by accident

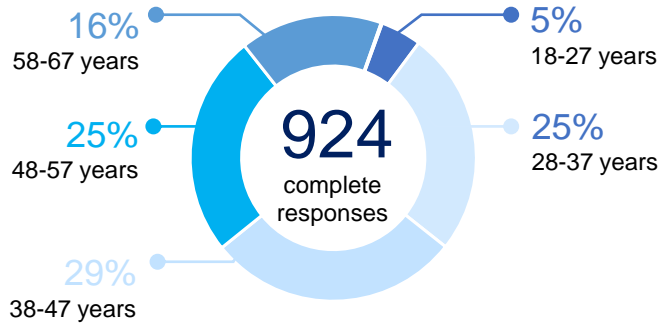
(and what is really the state of hybrid?)

# Hybrid preferences December 2021

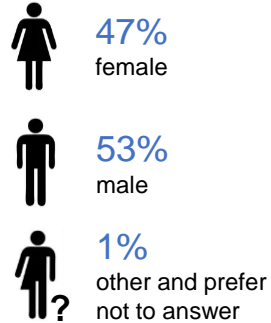


# Survey June 2023: State of hybrid

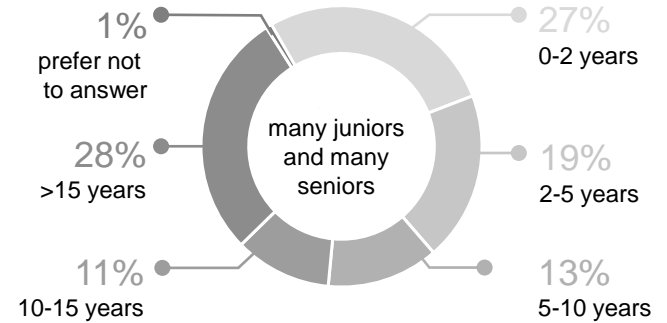
## Age groups



## Gender



## Company experience (tenure)



# First important result

Many employees work regularly onsite (1-2, 2-3 and 4-5 days/week) and are generally happy with their work rhythm

Desired work arrangement	Flex		1%	4%	4%	1%
	4-5 d			2%	31%	
	2-3 d		2%	26%	7%	
	1-2 d	1%	9%	7%	1%	
	<1 day		1%			
	0 days	1%				
		0 days	<1 day	1-2 days	2-3 days	4-5 days
	1%	3%	13%	38%	44%	1%
	Current work arrangement					

Those who desire a different arrangement typically desire to have more flexibility (9%) or fewer onsite days (16%)  
Onsite presence correlates with the commute distance

- The same arguments for most work arrangements such as: productivity, balance in life, being able to focus, flexibility
- Those who work more from home mention: noise in the office, teams meetings, and saving time for travel.
- Those who are more in the office focus on the value of the social environment and sharing competence

# Stratified analysis of the office presence

By gender

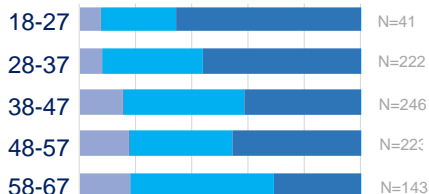


By country

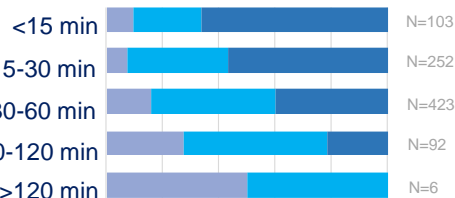


By role

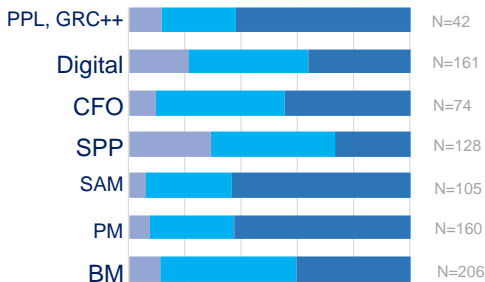
By age



By commute time



By department



- Office presence correlates with six selected factors
- Males are more present onsite than female
- Norwegians are more present onsite than Swedes, perhaps related to commute time (Oslo is smaller than Stockholm)
- Younger people are more present than older people
- Office presence in different departments varies, managers are more present than non-managers

Legend 1-2 days 2-3 days 4-5 days

All six factors have statistically significant correlations with the current work arrangement



# What determines the individual rhythms?

More efficient working from home

Time saving due to lack of commute

Flexibility

Better working environment at home

Balancing onsite/remote work

Social interaction

Collaboration, togetherness

More efficient working onsite

Better ergonomics onsite

Balancing private/work life

Access to resources

Team cohesion

Knowledge sharing

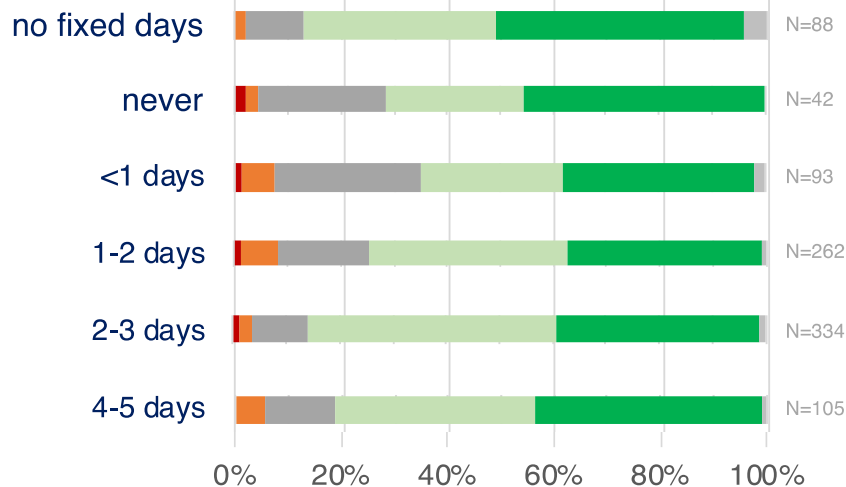
1-2 days

2-3 days

4-5 days

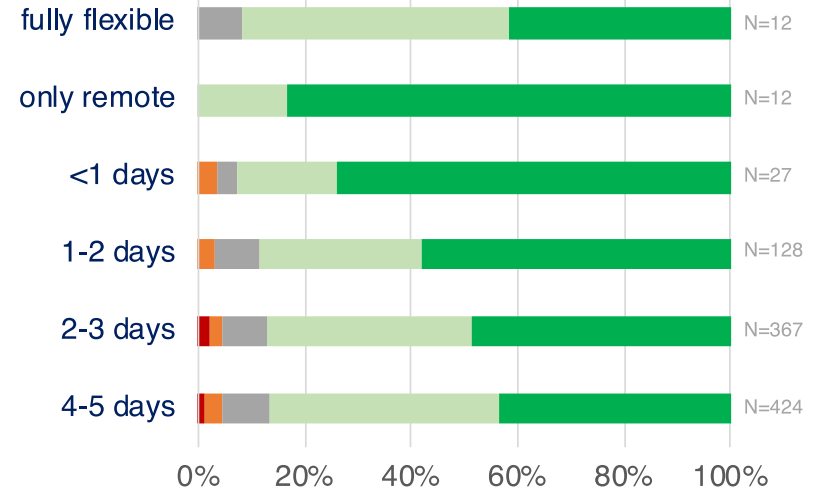
# Does individual rhythm work for teams?

## Satisfaction with team/group hybrid mode



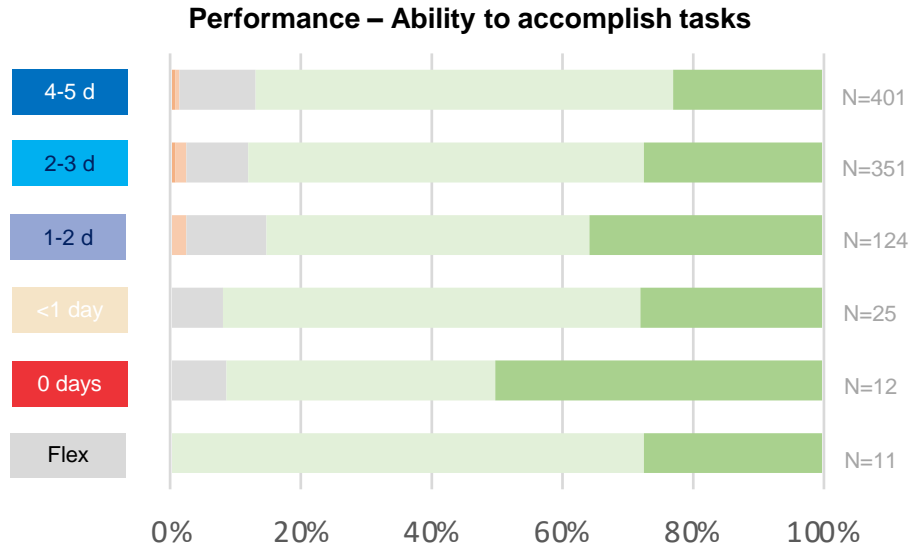
The more often team meets in the office, the more satisfied they are with the team work rhythm

## For comparison – individual satisfaction



The more one works remotely, the more satisfied they are with the individual work rhythm

# Is there any impact on performance?



So far, it seems that work rhythm and office presence do not determine work performance

Legend To a very small extent To a small extent Somewhat To a large extent To a very large extent



## To be continued! Some key questions/reflections

- We understand, and accommodate for, individuals – but should focus more on teams
- Going from **how** it works to **why** it works and identifying new/good practices
- Is an office revolution coming – can we re-think the office for the greater good?