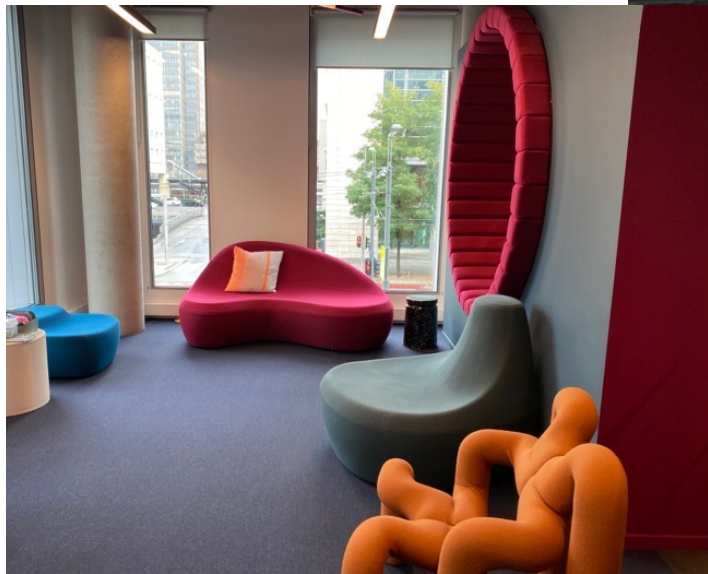




# The office and hybrid working

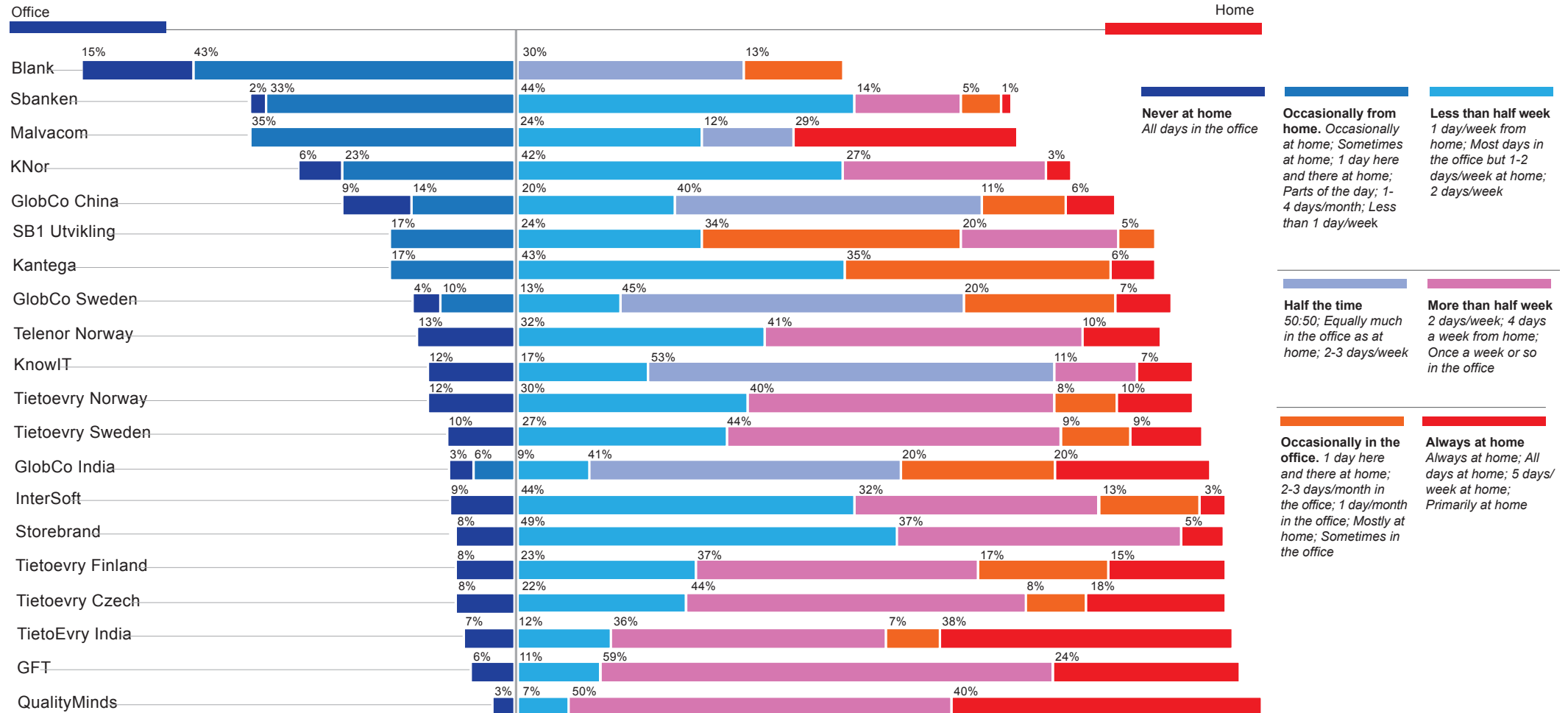
## **Nils Brede Moe**

Chief scientist at SINTEF and a part-time researcher at Blekinge Institute of Technology  
Leading expert in hybrid and remote working in Norway  
Also interested in large-scale agile, teamwork and team autonomy



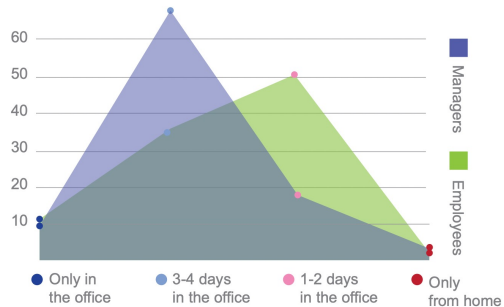
# Many prefer hybrid work in the future

**Employee preferences:** How often do employees want to work from home after the pandemic?

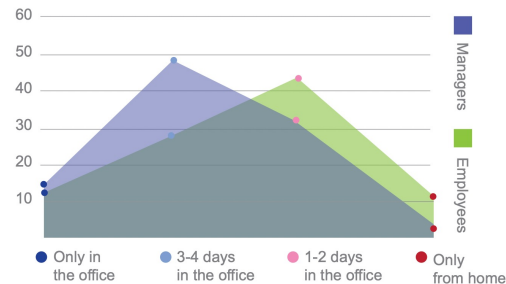


# Many prefer hybrid work in the future

## Managers want more onsite work

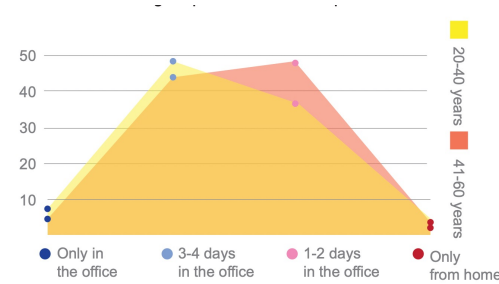


**A. by Role (managers/employees) at Storebrand (N=358).**  
Result: Managers prefer more office presence.

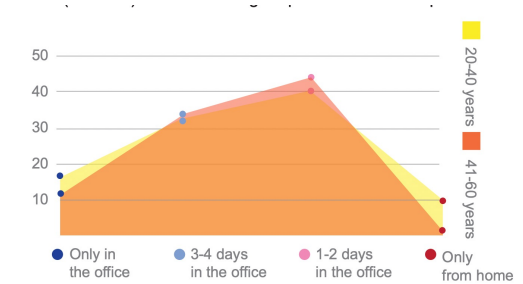


**B. by Role (managers/employees) at Telenor Norway (N=2014).**  
Result: Managers prefer more office presence.

## Juniors want more onsite work than seniors

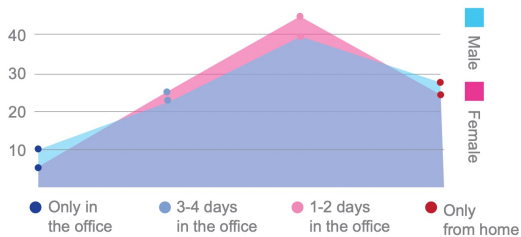


**C. by Age at Storebrand (N=358).** Result: Seniors prefer to work slightly more work from home than juniors.

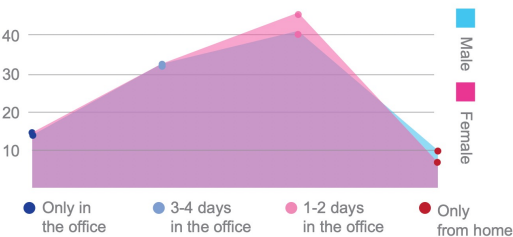


**D. by Age at Telenor Norway (N=1815).** Result: Fewer seniors want to work only in the office.

## Men and women in one company want the same

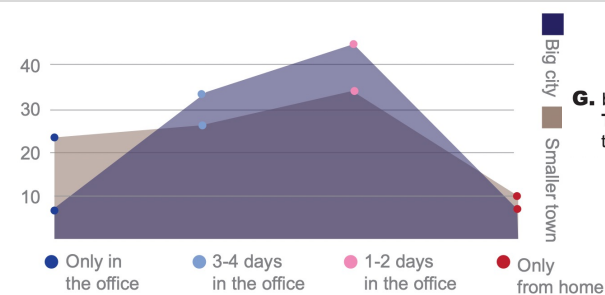


**E. by Gender at Tietoenvy (N=4450 across 16 company sites).**  
Result: No significant differences between genders



**F. by Gender at Telenor Norway (N=2019).**  
Result: No significant differences between genders

## People in small cities want more onsite work



**G. by Commute time (Oslo/smaller Norwegian towns) at Telenor Norway (N=2019).** Result: People from smaller towns choose more office presence than city inhabitants

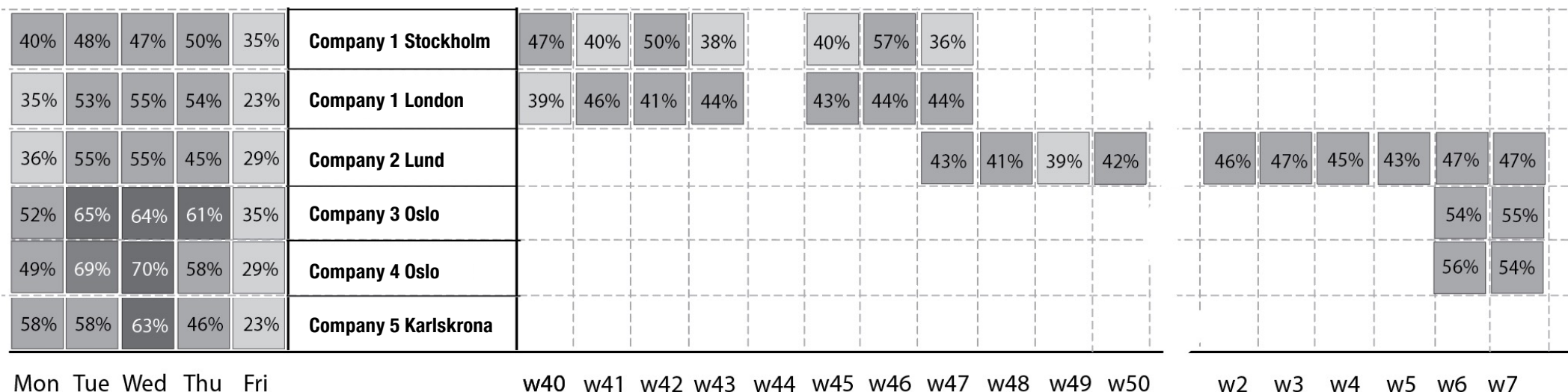
# Office presence and occupancy

Weekday average  
office occupancy

Weekly average  
office occupancy

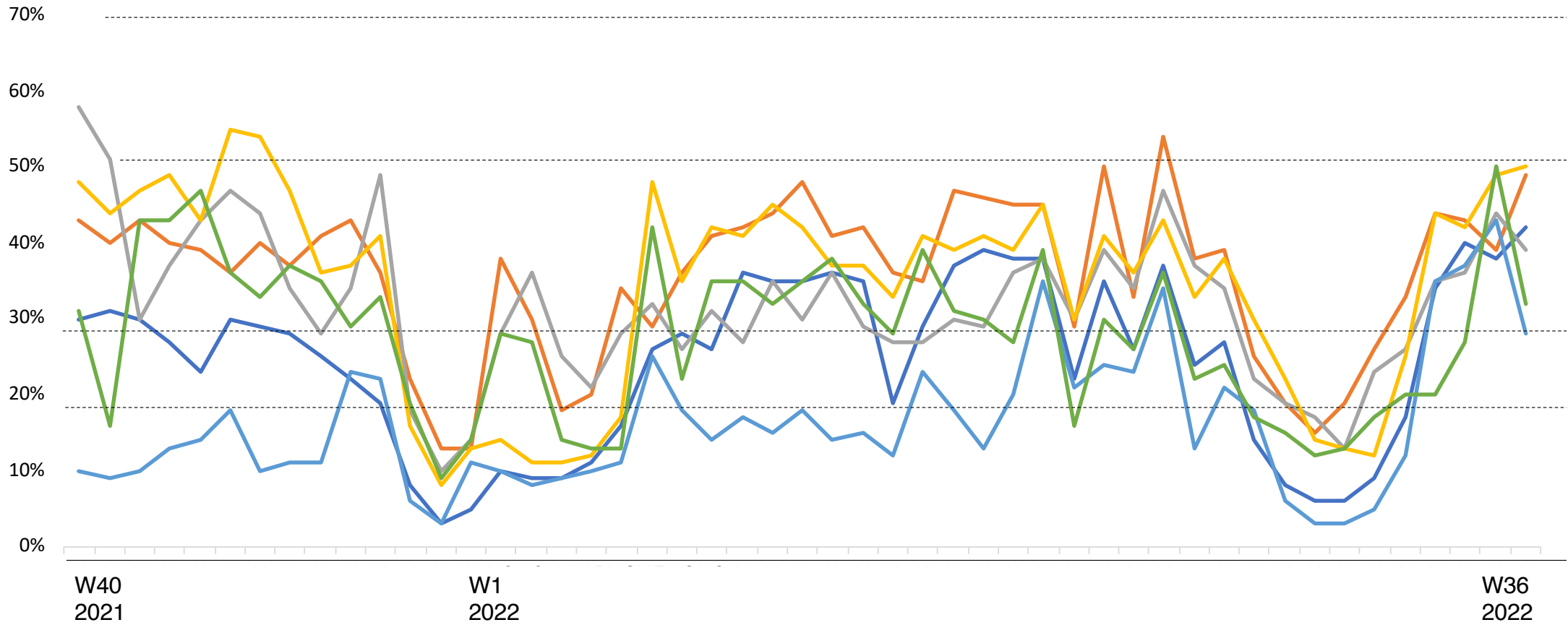
2022

2023



Legend: 0-20% 21-40% 41-60% 61-80% 81-100%

# One company, 6 cities



# Typical changes at the workplace

- Downsizing the office
  - Renting out floor(s),
  - Closing down buildings
- Moving into new (smaller, different) offices
- Scaling without adding more space
- Office renovations
  - Fewer work desks
  - More socialization zones
  - Cosiness – more sofas and plants
  - Activity-based office layout

**But do we know enough about people needs?**



# Motivation for onsite work

## Socializing 81 votes

- Meeting people
- Informal conversations
- Energy and vibes
- Building a joint culture

## Teamwork and support 15 votes

- Teamwork
- Solving problems
- Spontaneous discussions
- Motivation from colleagues
- Creating something together
- Better ideation

## Connection and community 101 votes

### Lack of socializing 5 votes

- Social isolation
- Feeling of missing out (FOMO)

## Food and drinks 35 votes

- Free breakfast, snacks, fruit
- Good coffee, cacao, tea
- Good lunch options, waffles
- Free lunch

## Physical office space 18 votes

- Good workplace, desk
- Wonderful view
- Leisure & sport facilities
- Environment, calmness

## Office location 9 votes

- Gym nearby
- Good lunch options nearby
- Appointments in town
- Afterwork plans

## Material offerings 77 votes

### Physical space at home 15 votes

- Expensive electricity, heating
- No air conditioner at home
- Poor or no workplace
- Allergies at home
- Power outage

## Productivity 28 votes

- Better focus
- Daily routines
- Peer pressure
- Stimulating atmosphere
- Customer-orientation

## Work/life balance 4 votes

- Separation of work and home
- Exhaustion with home

## Preference 60 votes

### Lack of productivity 14 votes

- Distractions (kids, spouses, pets, duties)

### Bad habits at home 14 votes

- Distractions (kids, spouses, pets, duties)

## Appointments 40 votes

- Onsite workshops, meetings, events
- Mentoring

## Sense of duty 13 votes

- Obligation to be onsite
- Duty

## Access to infrastructure 4 vote

- Technical support
- Tools

## Duty 57 votes

**Requires:** co-presence with colleagues for socializing, and co-presence with teammates for teamwork and support

**Requires:** office perks, comfortable office space, and beneficial office location

**Requires:** workplace suitable for focused work, characteristics of which are highly dependent on individual preferences

**Requires:** Office-based activities. Depends on remote access (infrastructure) and corporate culture (sense of duty).

# Attracting employees to the offices

Comfortable workplace

Better (free) food, waffles, barista coffee

Company-paid sport activities, gym

Warmth, paid electricity

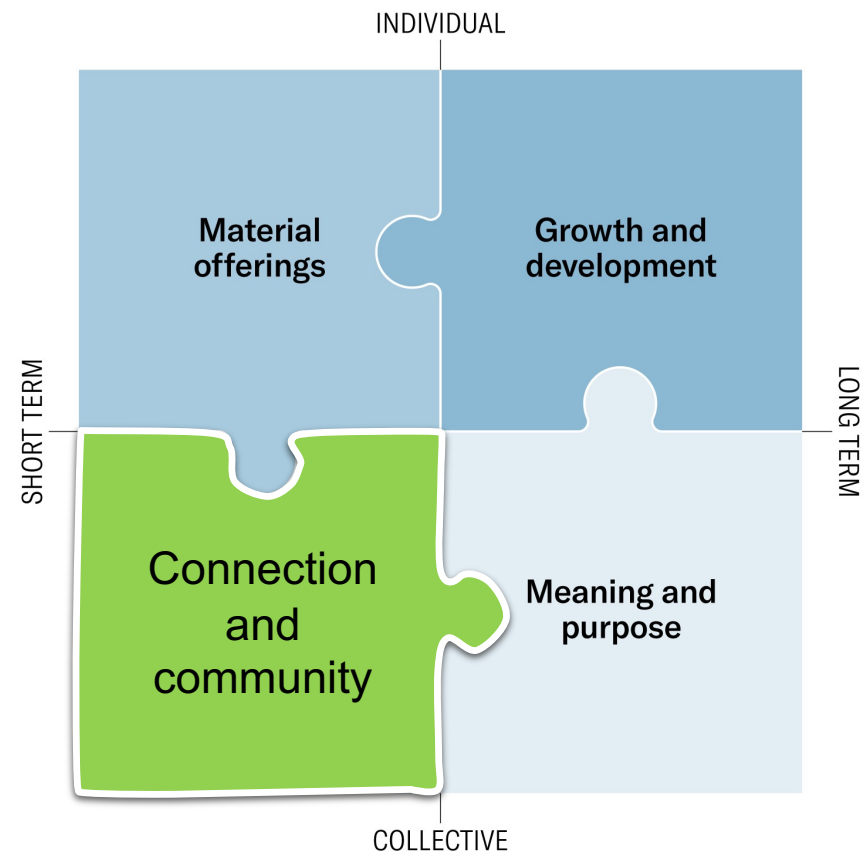
Support for commute (paid parking, subsidies commute)

Socialization with friends and colleagues

Sence of belonging, community feeling

Social events

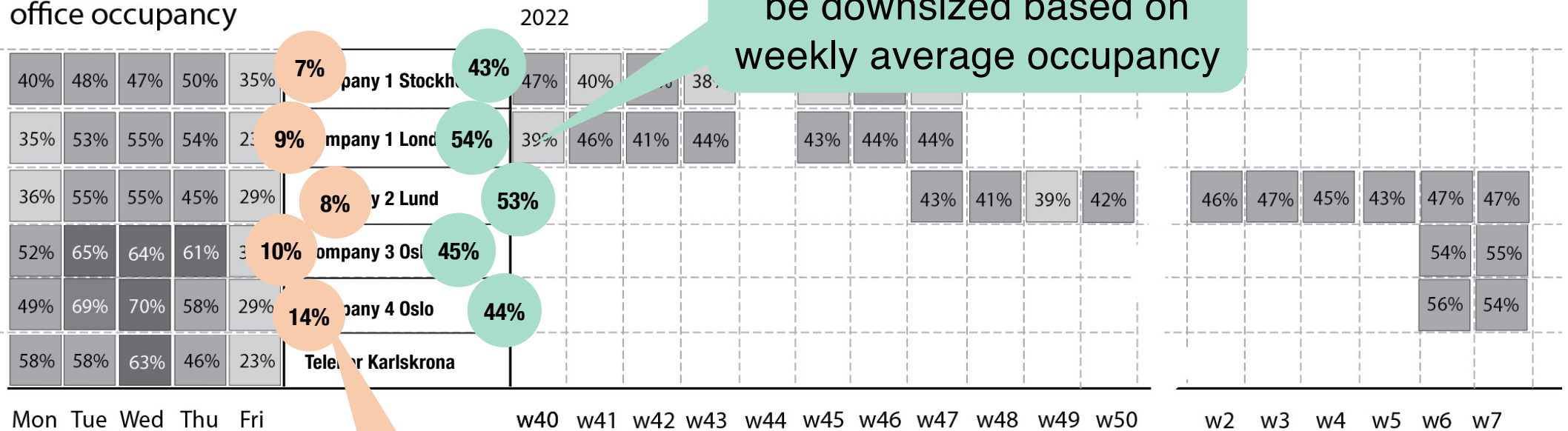
Spontaneous discussions





# Downsizing: Optimize for the peaks

Weekday average office occupancy



These many desks could be downsized based on weekly average occupancy

At least this many people would not have a desk

# Renovating: Hybrid open-office designs are not a panacea

- Building “flexible,” “agile,” “activity based” spaces to allow workers to craft their own spaces to suit them does not always result in desired behaviours
  - Collaboration is a team sport – Offices overly **focused on individual preferences** are unlikely to do an optimal job of **supporting teams or the collection of teams**
  - If you are going to let people choose the spaces that best meet their individual needs, your workers might as well be remote
- 
- Focus on collective behaviours that should be encouraged or discouraged
  - Not only the design of workspace configurations and technologies, but also the design of tasks, roles, and culture



**Activity-based office requires more, not less space**



# Invest into zones that will be used



FULLY DISTRIBUTED



DYNAMIC HYBRID



Work arrangements are diverse, no one-fits-all solution

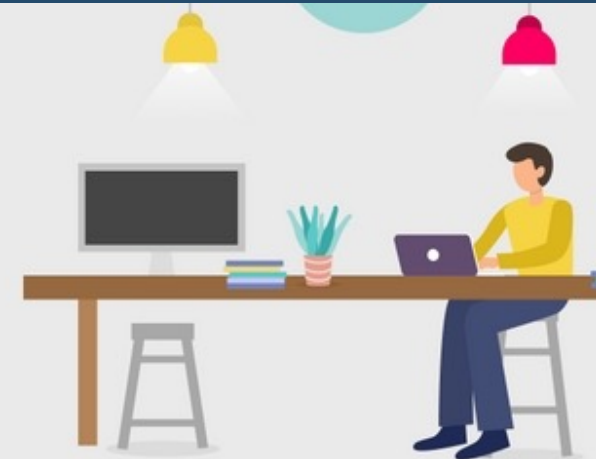


STATIC HYBRID

Office Schedule

Mon	Tue	Wed	Thu	Fri
01	02	03		
08	09	10	WFH	
15	16	17		

SYNCHRONIZED HYBRID



DEFAULT DIGITAL



# Take evidence-based decisions

